

FY 2020 Uruguay Country Opinion Survey Report

THE WORLD BANK GROUP

Public Opinion Research Group



WORLD BANK GROUP

December 2020



Acknowledgements

The Uruguay Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Public Opinion Research Group (PORG), led by Sharon Felzer (Senior Communications Officer, Head of PORG). Svetlana Markova, Jessica Cameron, and Yulia Danilina oversaw design, reporting, and analysis. Dania Mendoza, Noreen Wambui, and Irina Popova provided data support. PORG acknowledges the significant contribution from the Uruguay country team and the independent consultant Valeria Fernández Mouján Czapski. In particular, PORG is grateful for the support from Valeria Bolla (External Affairs Officer) who coordinated the survey related activities from Montevideo, Uruguay.



Country Opinion Surveys
THE WORLD BANK GROUP



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URUGUAY





I. Objectives

This survey was designed to assist the World Bank Group (WBG) in gaining a better understanding of how stakeholders in Uruguay perceive the WBG. The survey explored:

- *Overall Context*
- *Overall Attitudes toward the World Bank Group*
- *World Bank Group's Work and Engagement on the Ground*
- *World Bank Group's Support in Development Areas*
- *World Bank Group's Knowledge Work and Activities*
- *The Future Role of the World Bank Group in Uruguay*
- *Communication and Information Sharing*
- *Background Information*

II. Methodology

From February to July 2020, 462 stakeholders of the WBG in Uruguay were invited to provide their opinions on the WBG's work in the country by participating in a Country Opinion Survey. Participants were drawn from the Office of the President, Prime Minister; office of a minister; office of a parliamentarian; ministries/ministerial departments/implementation agencies; Project Management Units (PMUs) overseeing implementation of WBG projects; consultants/contractors working on WBG-supported projects/programs; local governments; independent government institutions; the judiciary system; state-owned enterprises; bilateral and multilateral agencies; public-private partnerships, private sector organizations; the financial sector/private banks; private foundations; NGOs and community based organizations; trade unions; faith-based groups; youth groups; academia/research institutes/think tanks; the media; and other organizations.

A total of 162 stakeholders participated in the survey (35% response rate). Respondents filled out the questionnaire via an online survey platform.

Every country that engages in the Country Opinion Survey (COS) must include specific indicator questions that will be aggregated for the World Bank Group's annual Corporate Scorecard. These questions are identified throughout the survey report.

The results in this year's Country Survey were compared to those in the Country Survey conducted in FY'17 (response rate was 51%, N=208). Data were weighted to reach the same stakeholder composition in two years, which allows for year comparisons. Stakeholder groups which were not present in both fiscal years were not included in the comparison. Respondents who belonged to the "other" stakeholder category were not included either. As a result, mean ratings, percentages of respondents, and the total number of respondents in both years are slightly different from those of the original data reported in the FY'17 COS report and the non-weighted data presented in appendices A, B, C and E. For the weighted stakeholder breakdown and year comparison results, please refer to Appendix D (page 75).

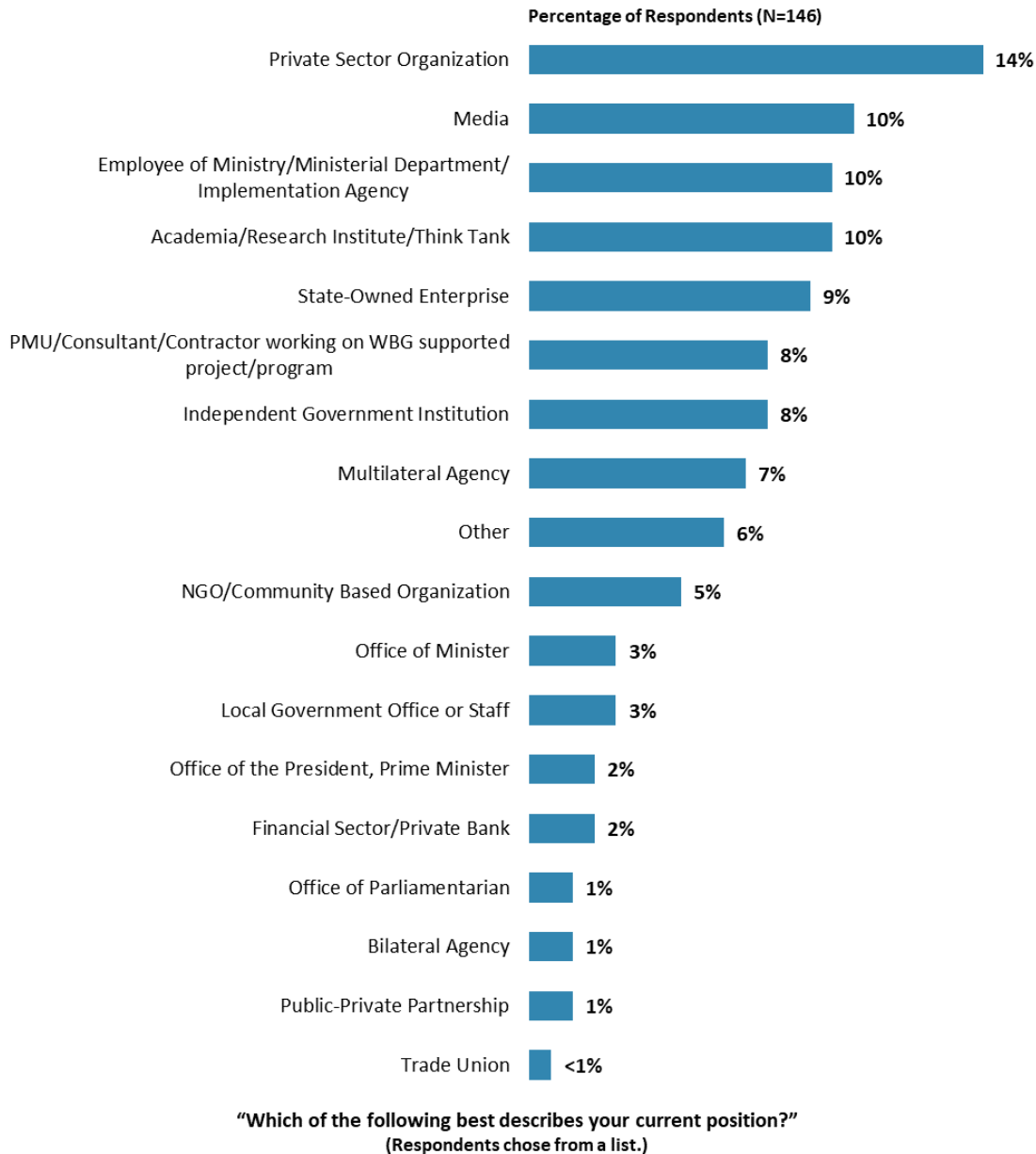
Note that the body of the report presents data on selected questions of the survey questionnaire. Please refer to Appendix A for data on all survey questions. Appendices B, C, D, and E present data on selected questions. Additional data breakdowns are available upon request.



III. Demographics of the Sample

Current Position

- Note that for further analyses, some respondent groups were combined.¹

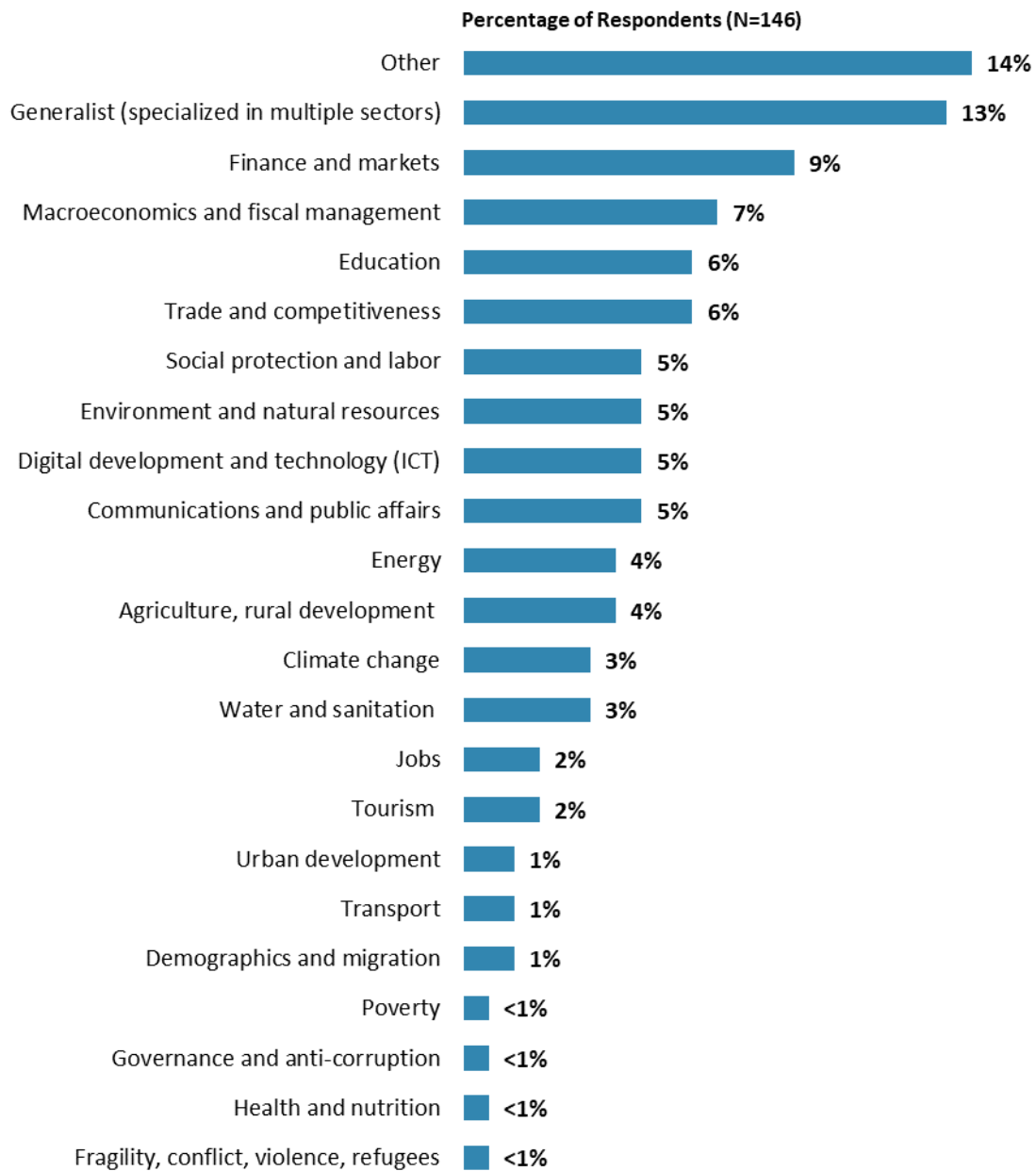


¹ Respondents from the office of the President/Prime Minister were combined with the respondents from the office of a minister; employees of ministries/ministerial departments/implementation agencies were combined with respondents from PMUs/consultants/contractors working on WBG projects; respondents from bilateral agencies were combined with those from multilateral agencies; respondents from the financial sector/private banks were combined with those from private sector organizations; respondents from NGOs/community based organizations, and trade unions were combined in the "CSO" category. A small number of respondents from the office of a parliamentarian, from local government, and public-private partnerships were combined in the "Other" category. There were no respondents from the judicial system, private foundations, faith-based groups, and youth groups.



III. Demographics of the Sample (continued)

Area of Primary Specialization

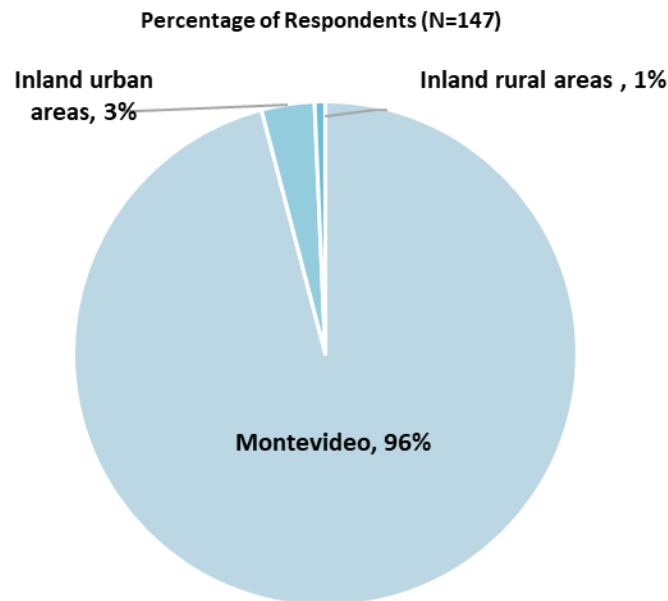


**"Please identify the primary specialization of your work."
(Respondents chose from a list.)**



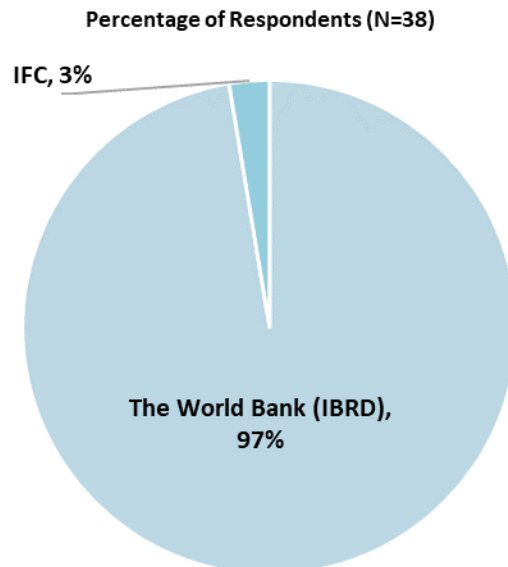
III. Demographics of the Sample (continued)

Geographic Locations



"Which best represents your geographic location?"
(Respondents chose from a list.)

Exposure to Agencies within the World Bank Group



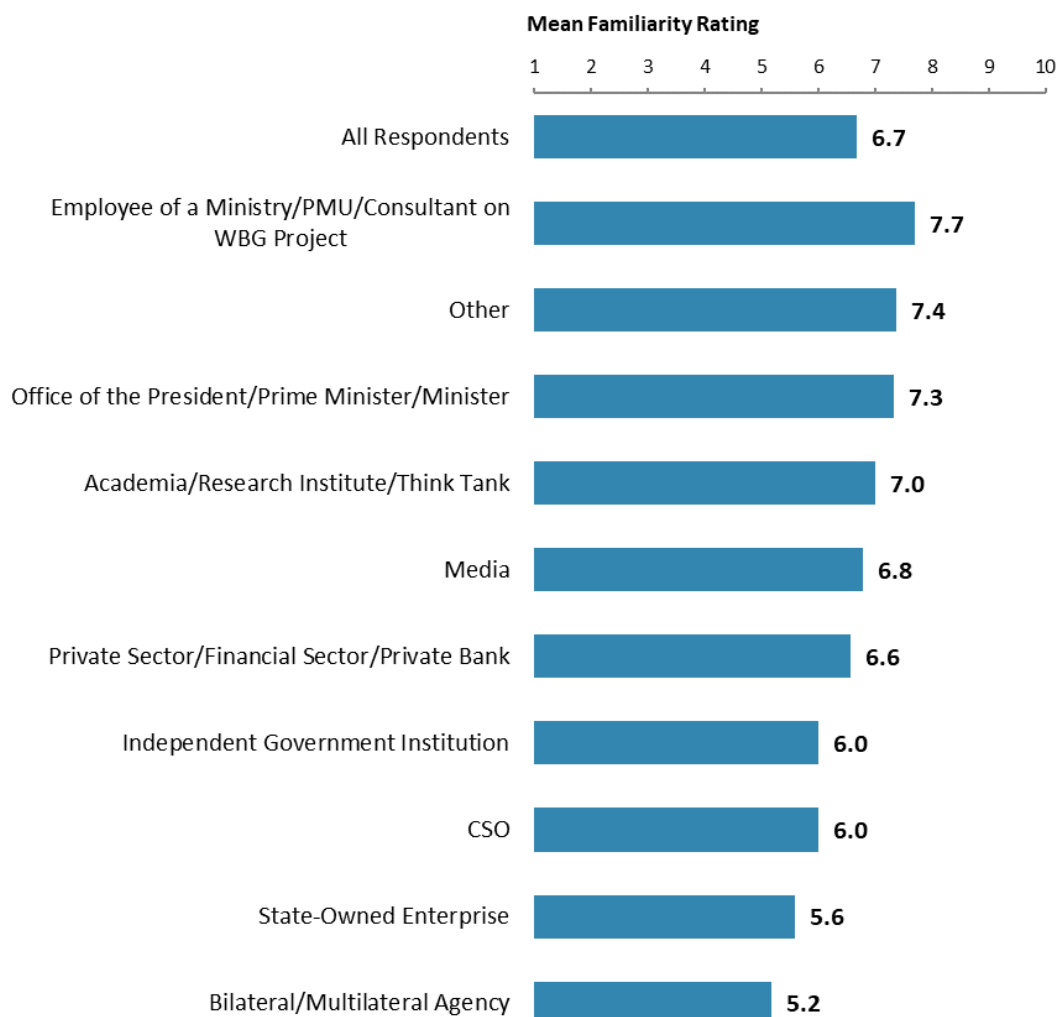
"Which of the following agencies of the World Bank Group
do you primarily collaborate/work with in Uruguay?"
(Respondents chose from a list.)



III. Demographics of the Sample (continued)

Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year's Country Survey had statistically similar levels of familiarity with the WBG compared to respondents in the FY'17 Country Survey (weighted mean in FY'20 = 6.6; weighted mean in FY'17 = 6.4)².
- **Impact of familiarity:** Respondents' ratings of familiarity with the WBG were significantly, strongly correlated with their agreement that the WBG plays a relevant role in Uruguay's development, with their ratings for the WBG's overall effectiveness in Uruguay, and with the ratings of the extent to which the WBG's work helps to achieve development results in Uruguay.



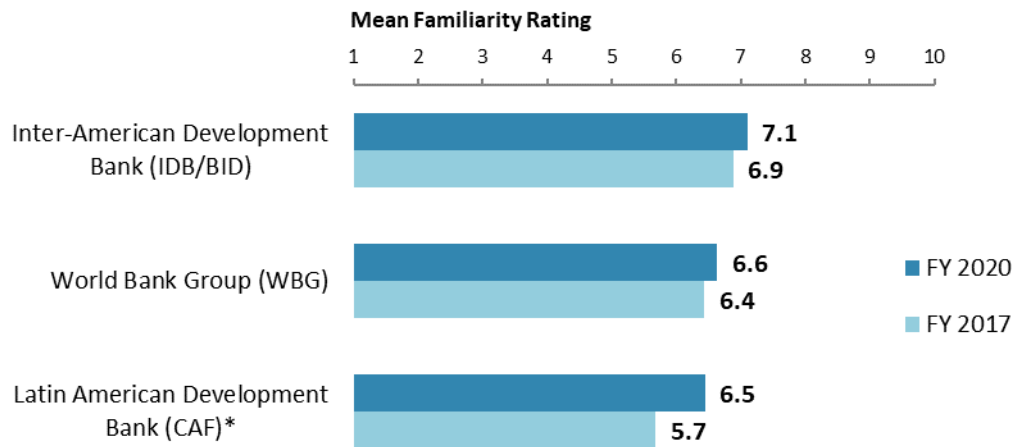
"How familiar are you with the work of the World Bank Group in Uruguay?"
(1-"Not familiar at all", 10-"Extremely familiar")

² The means in the chart were calculated based on un-weighted data. Please refer to Appendix D (page 75) for more details on weighting.



III. Demographics of the Sample (continued)

Familiarity with the WBG vs. Other Development Banks³



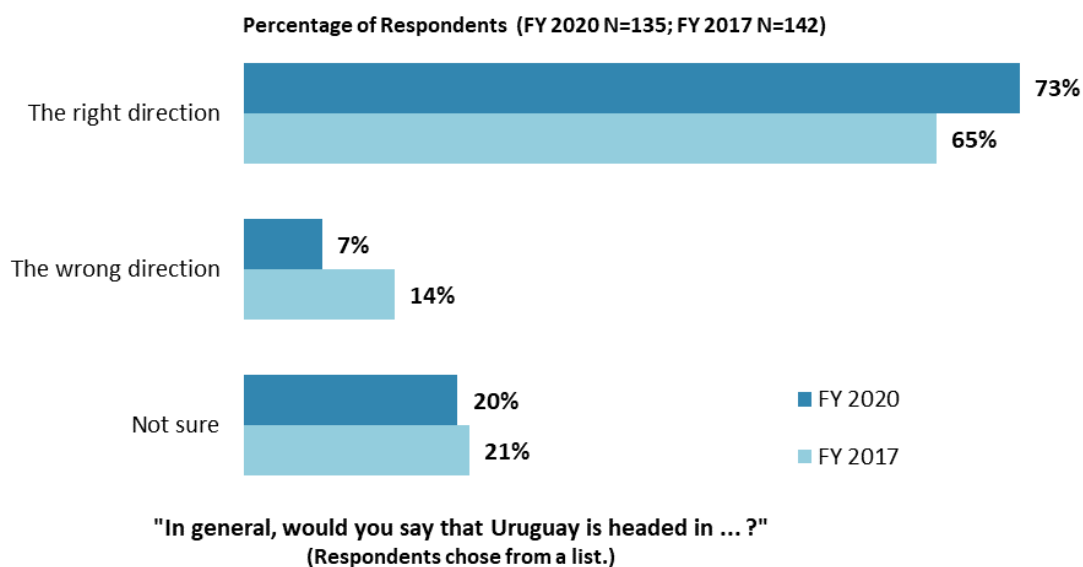
"How familiar are you with the work of these organizations in Uruguay?"
(1-"Not familiar at all", 10-"Extremely familiar")
(*Significantly different between FY 2020 and FY 2017)

³ Means presented in this chart were calculated based on weighted data. See Appendix D (page 75) for details.

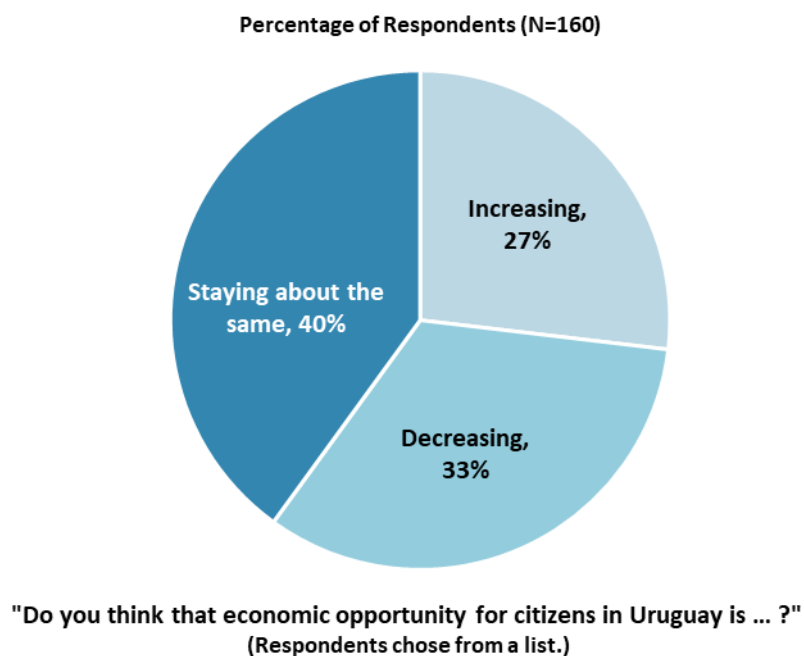


IV. Overall Context

Headed in the Right Direction⁴



Perceptions of Economic Opportunity

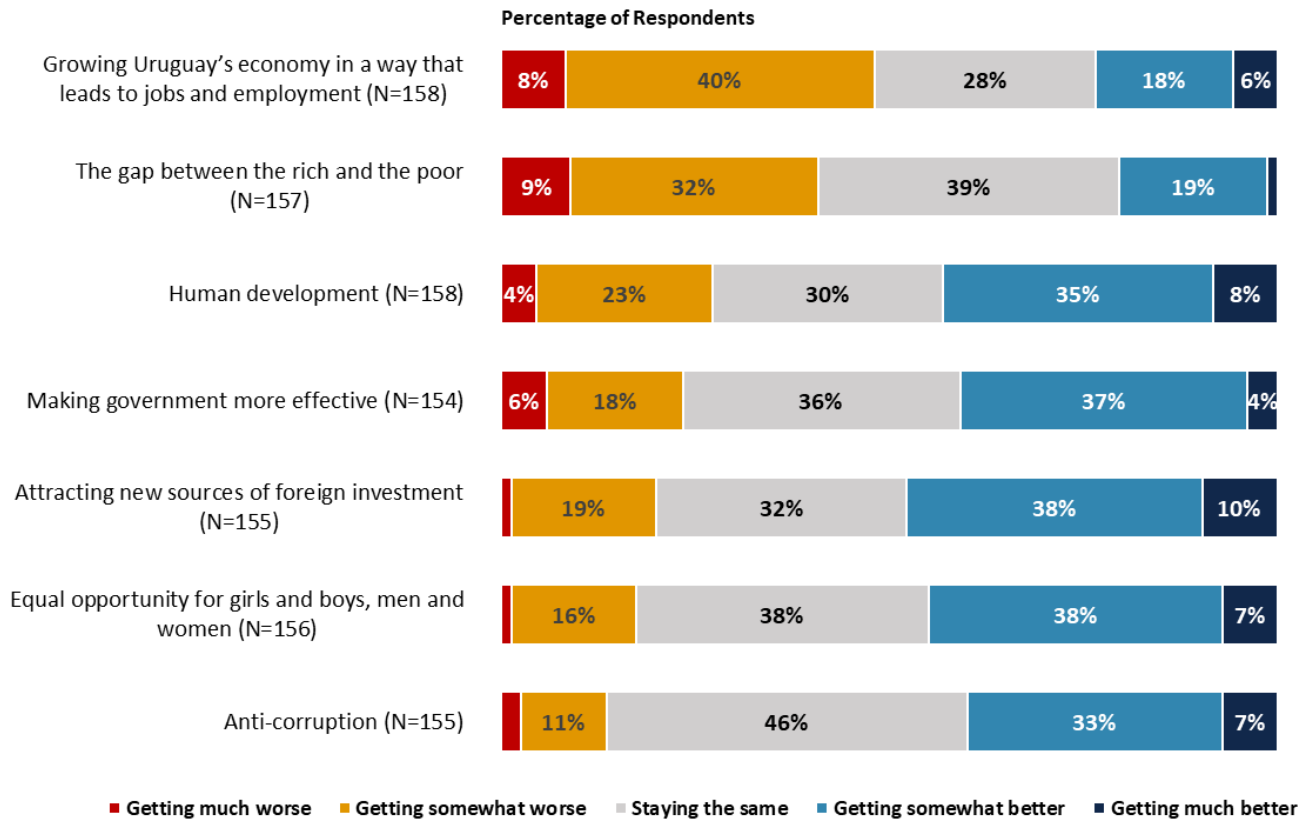


⁴ Percentages presented in this chart were calculated based on weighted data.



IV. Overall Context (continued)

Perceptions of Improvement and Decline in Specific Areas



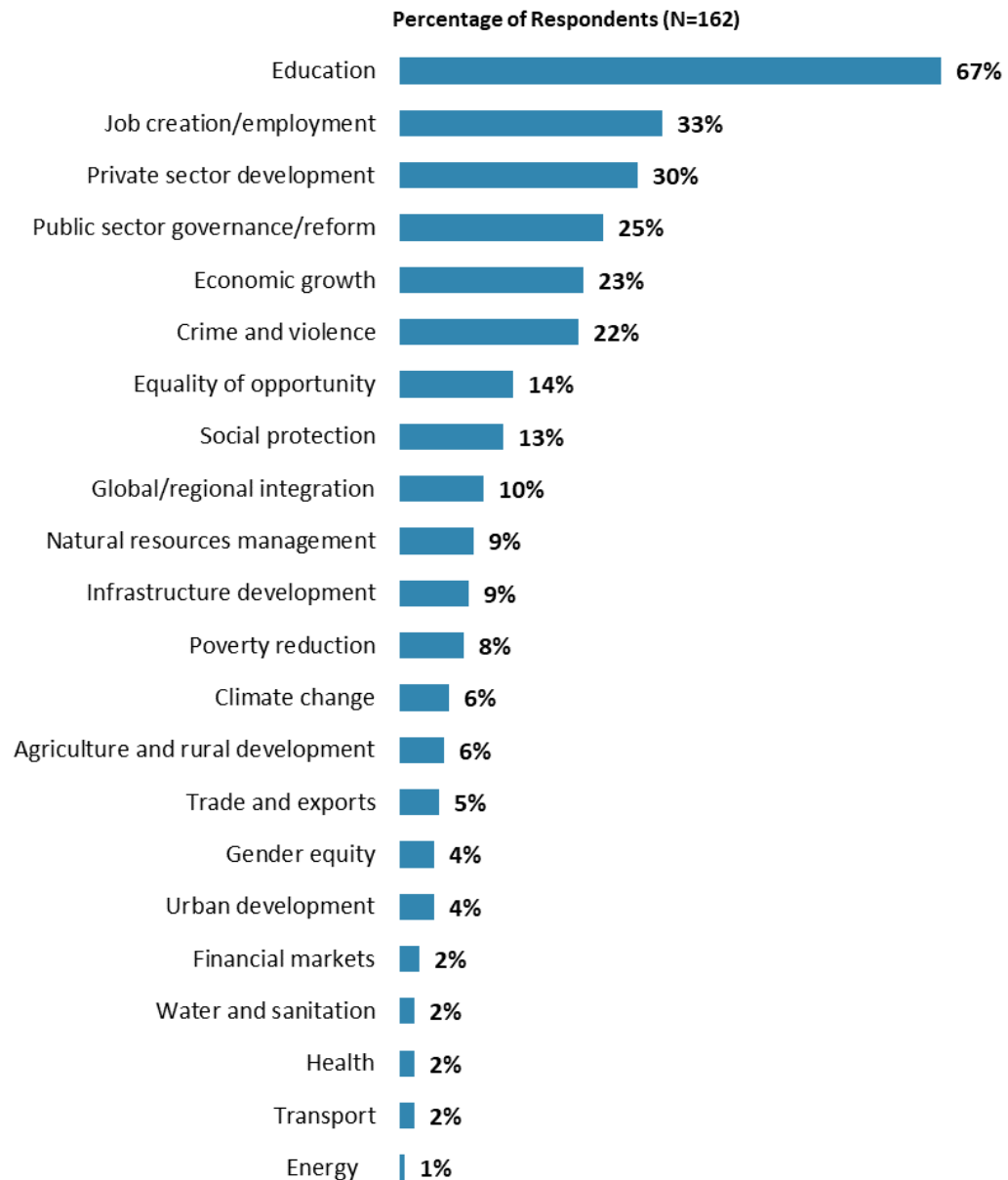
"Please describe the direction Uruguay is moving in, when considering ... ?"
(Respondents chose from a list.)



IV. Overall Context (continued)

Development Priority

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that the most important development priorities in Uruguay were “*education*” (79%), “*private sector development*” (36%), “*public sector governance/reform*” (32%), “*infrastructure development*” (26%), and “*crime and violence*” (19%). In FY20, “*job creation/employment*” emerged among the top development priorities, with 33% of respondents selecting it, up from 9% in FY17.



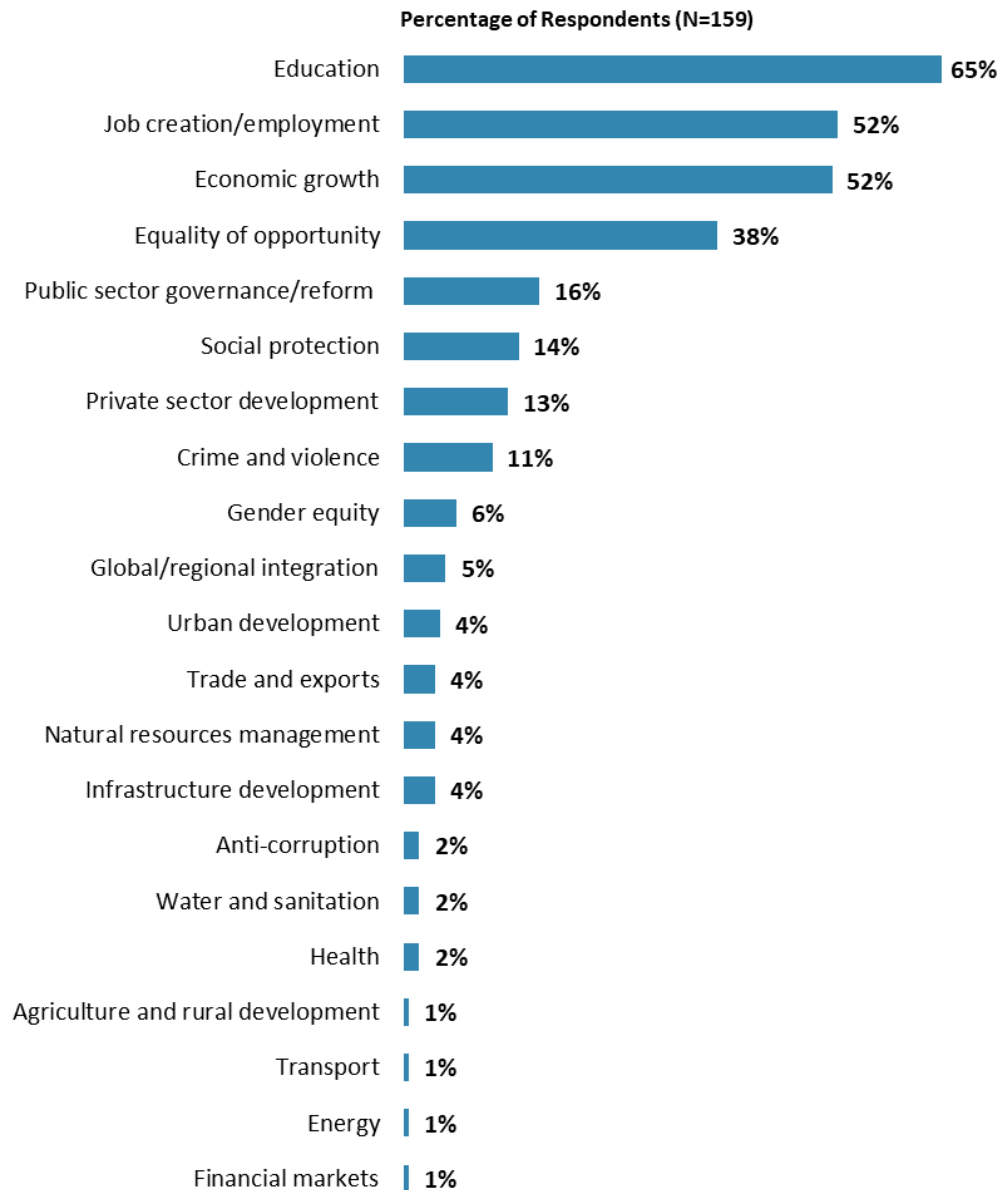
"Listed below are a number of development priorities in Uruguay. Please identify which of the following you consider the most important development priorities in Uruguay. (Choose no more than THREE)"
(Respondents chose from a list. Responses combined.)



IV. Overall Context (continued)

What Would Contribute Most to Reducing Poverty

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that the biggest contributors to poverty reduction in Uruguay were “*education*” (71%), “*economic growth*” (55%), “*equality of opportunity*” (43%), “*job creation/employment*” (37%), and “*social protection*” (17%).



"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Uruguay?

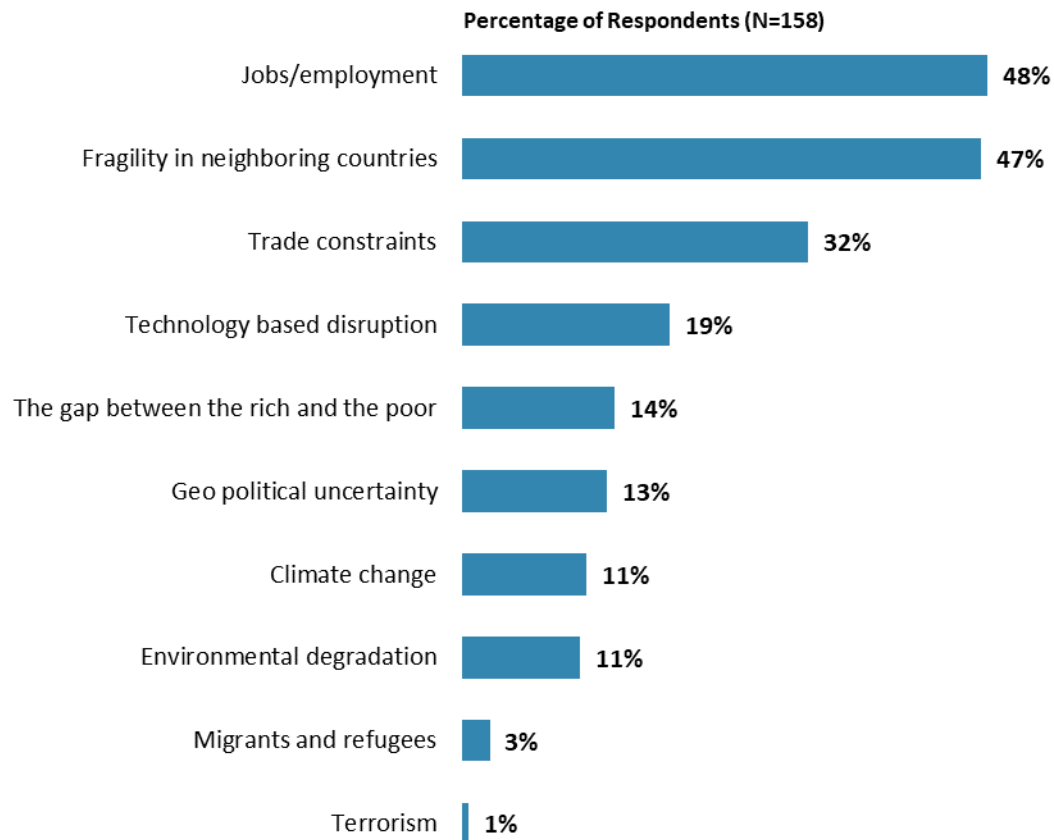
(Choose no more than THREE)"

(Respondents chose from a list. Responses combined.)



IV. Overall Context (continued)

The Impact of Global Challenges on Uruguay

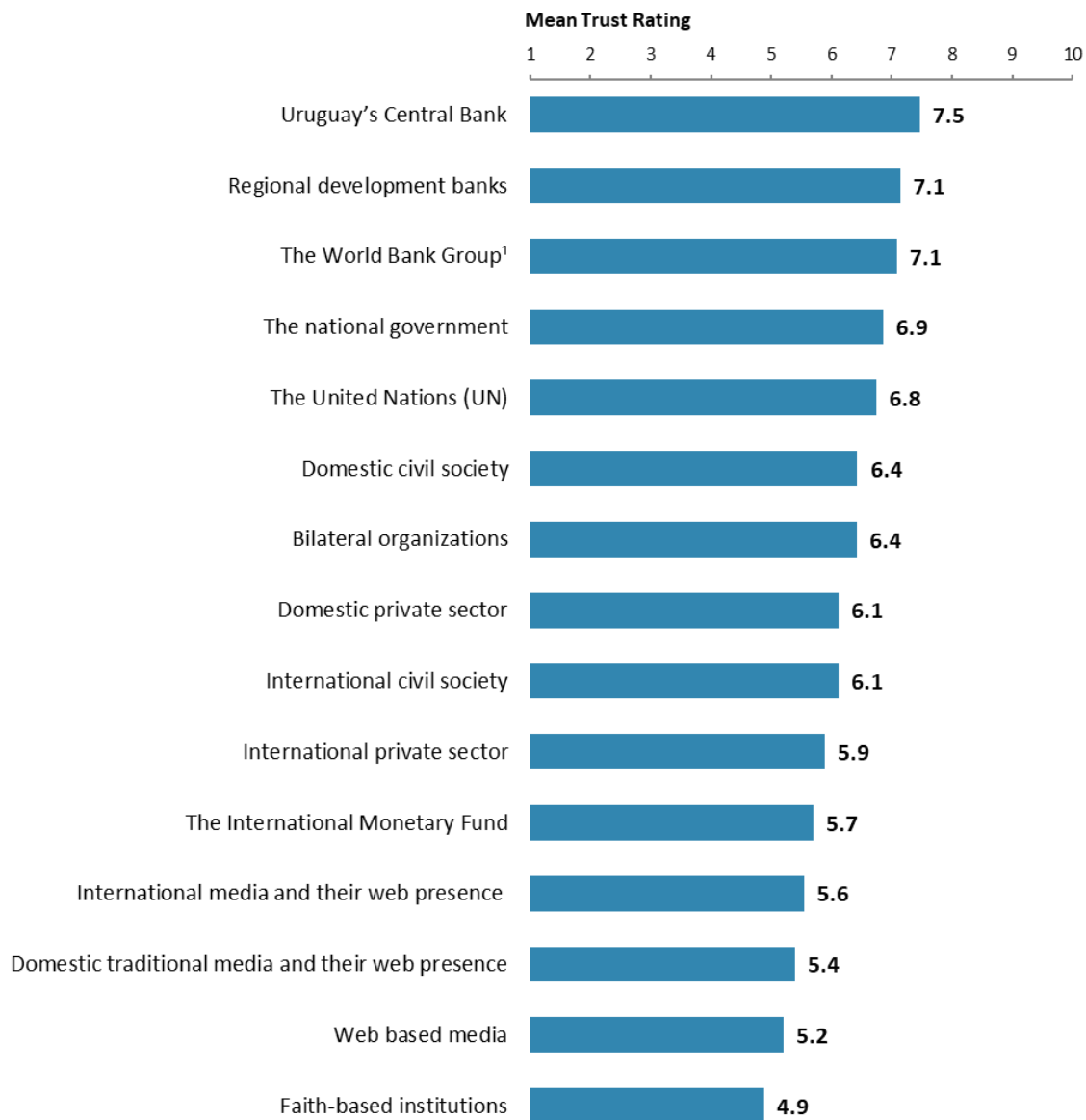


"Listed below are global challenges. Which do you think have the most serious impact on Uruguay? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



IV. Overall Context (continued)

Trust in Institutions



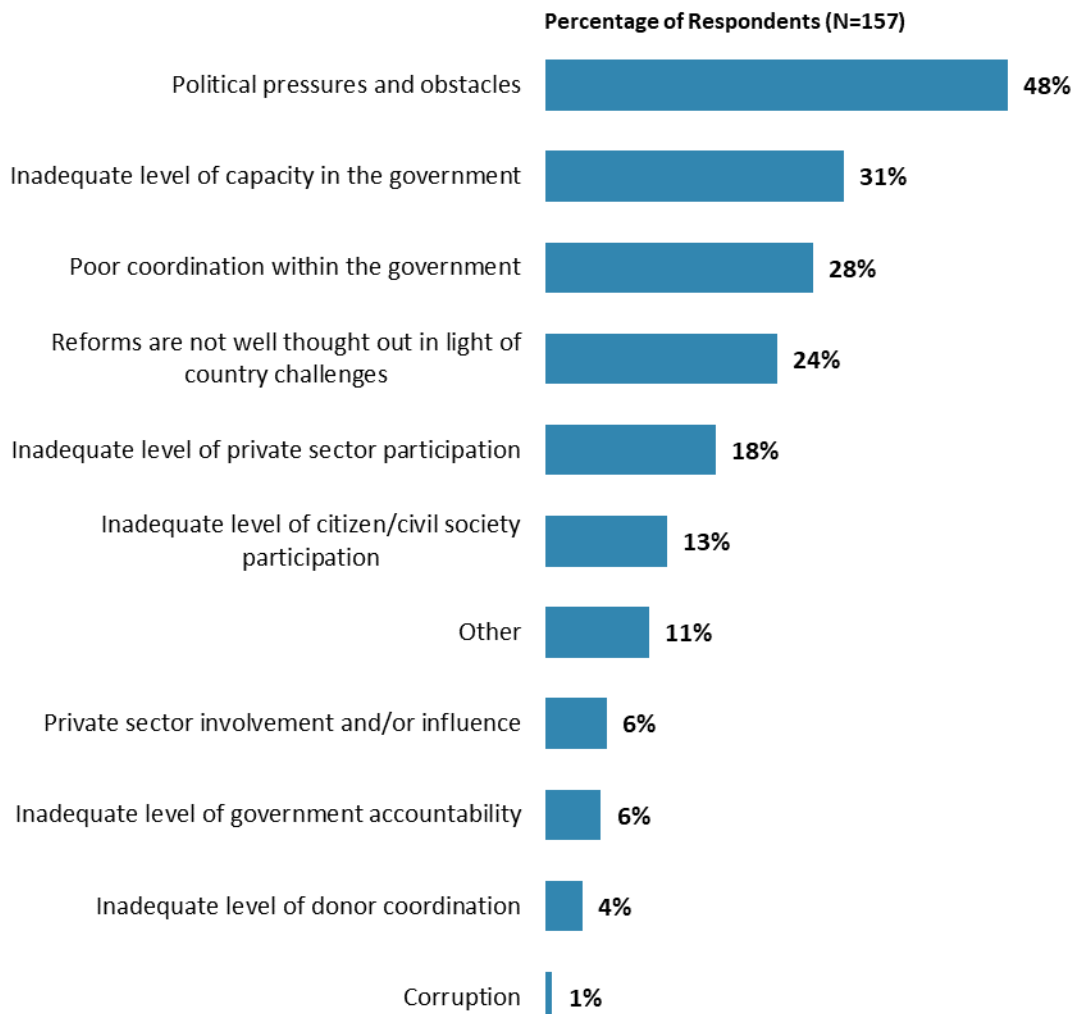
"To what extent do you trust each of the following groups to do what is right?"
(1-"To no degree at all ", 10-"To a very significant degree")

¹Indicator Question



IV. Overall Context (continued)

Attributions for Slow/Failed Reform Efforts



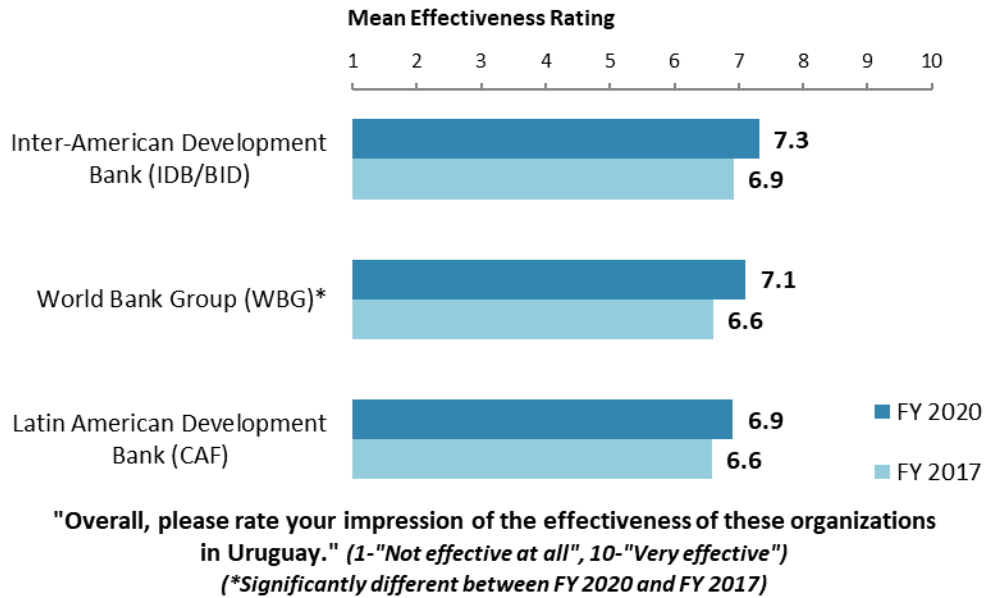
"When economic and/or social reform efforts fail or are slow to take place in Uruguay, which of the following would you attribute this to? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



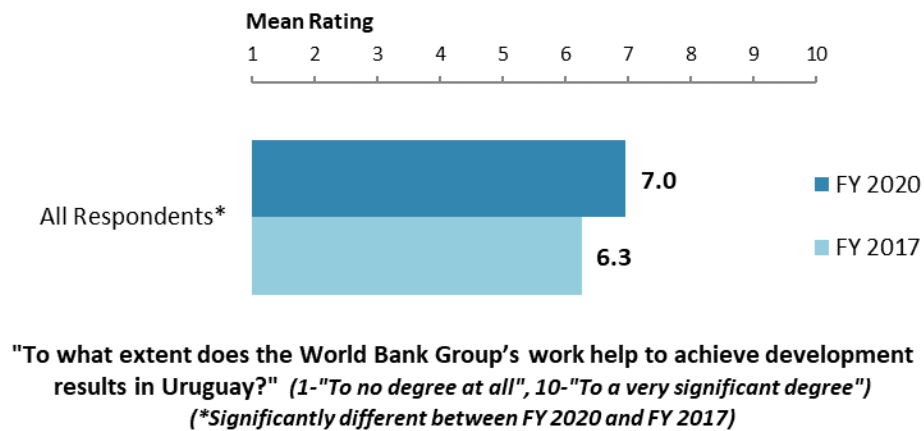
V. Overall Attitudes Toward the World Bank Group

Overall Effectiveness of the World Bank Group vs. Other Development Banks⁵

(Indicator Question)



Achieving Development Results (Indicator Question)

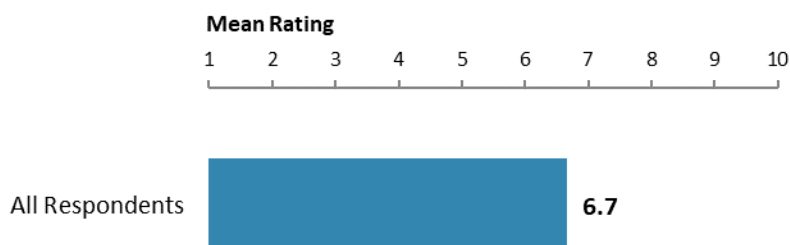


⁵ Means presented in the charts on this page were calculated based on weighted data.



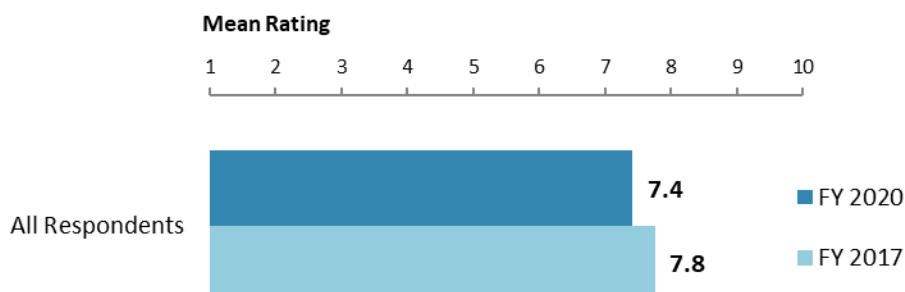
V. Overall Attitudes Toward the World Bank Group (continued)

Influence on Uruguay's Development Agenda (*Indicator Question*)



"To what extent does the World Bank Group influence the development agenda in Uruguay?"
(1-"To no degree at all", 10-"To a very significant degree")

WBG Staff Preparedness⁶



"To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills mix and knowledge) to help Uruguay solve its most complicated development challenges?"
(1-"To no degree at all", 10-"To a very significant degree")

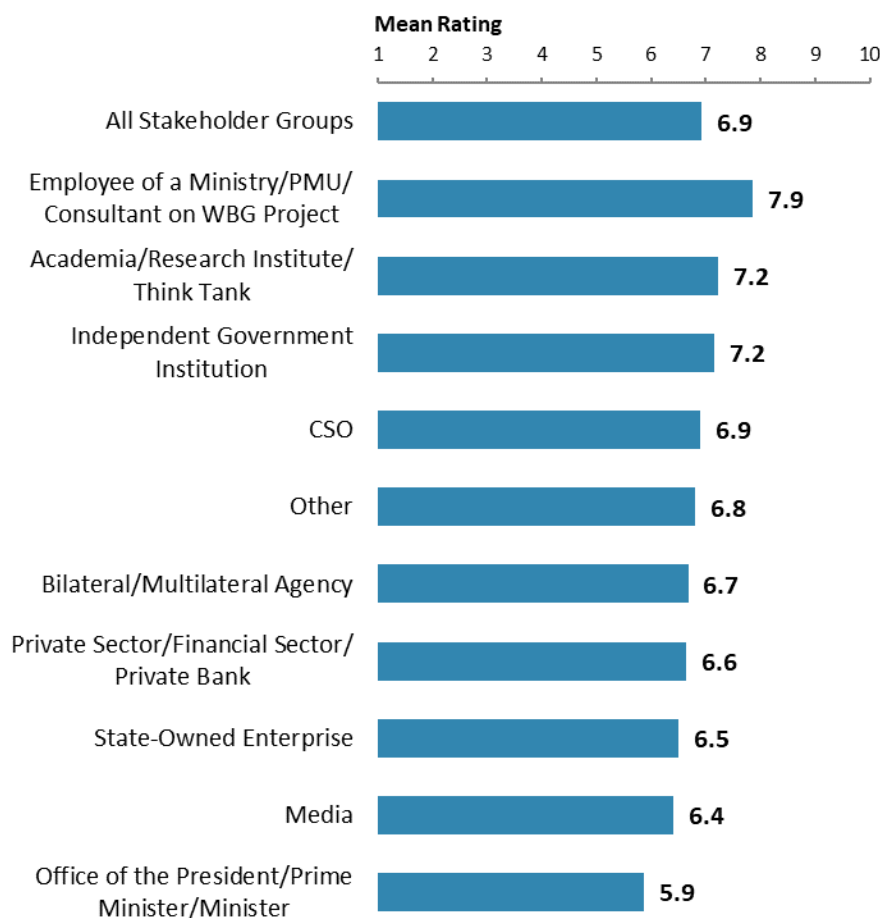
⁶ Means in this chart were calculated based on weighted data.



V. Overall Attitudes Toward the World Bank Group (continued)

Overall Ratings for Indicator Questions by Stakeholder Groups

- **Collaboration:** Respondents who collaborate with the WBG had significantly higher mean ratings for the aggregated responses to the twenty-eight COS indicator questions (mean rating = 7.4) compared to respondents who do not collaborate with the WBG (mean rating = 6.8). This year's collaborators had **significantly higher** mean ratings for the aggregated responses to the indicator questions⁷ compared to the collaborators in FY'17 Country Survey (mean rating in FY20 = 7.4, mean rating in FY17 = 6.7). Responses for individual indicator questions by respondent exposure to the WBG can be found in Appendix E (page 80).
- **Stakeholder groups:** Employees of ministries/PMU/consultants on WBG projects had the highest mean ratings for the aggregated responses to the twenty eight COS indicator questions, whereas respondents from the office of the President/Prime Minister/minister had significantly lower mean ratings. Responses for individual indicator questions by stakeholder groups can be found in Appendix B (page 55).



Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10

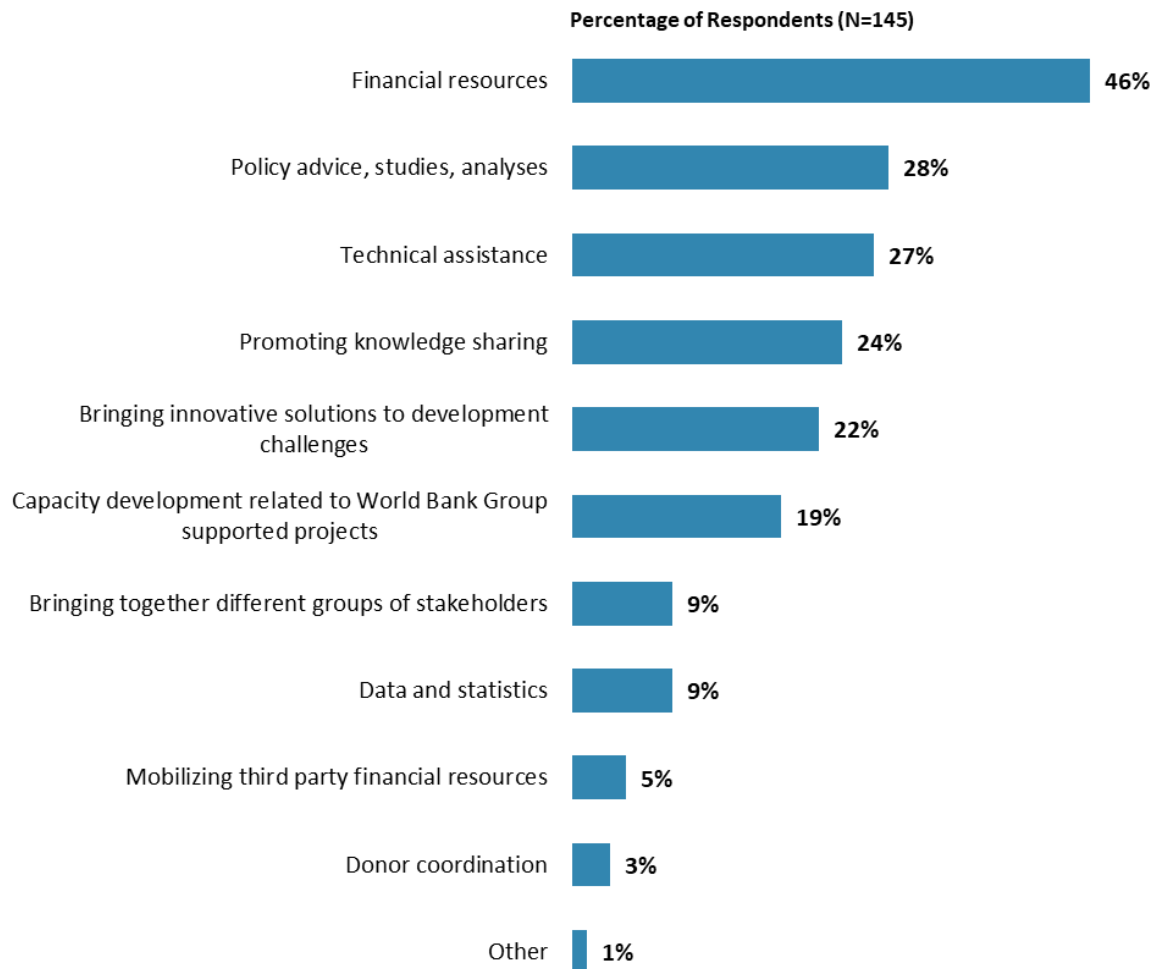
⁷ Only the twenty-six indicator questions that had been asked both in FY17 and in FY20 were included in this calculation. Questions A8_3 and B6 were not included, as they were asked only in FY20.



V. Overall Attitudes Toward the World Bank Group (continued)

Greatest Value

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that the WBG's greatest values to Uruguay were "*financial resources*" (43%), "*policy advice, studies, analyses*" (39%), and "*capacity development related to WBG supported projects*" (33%).



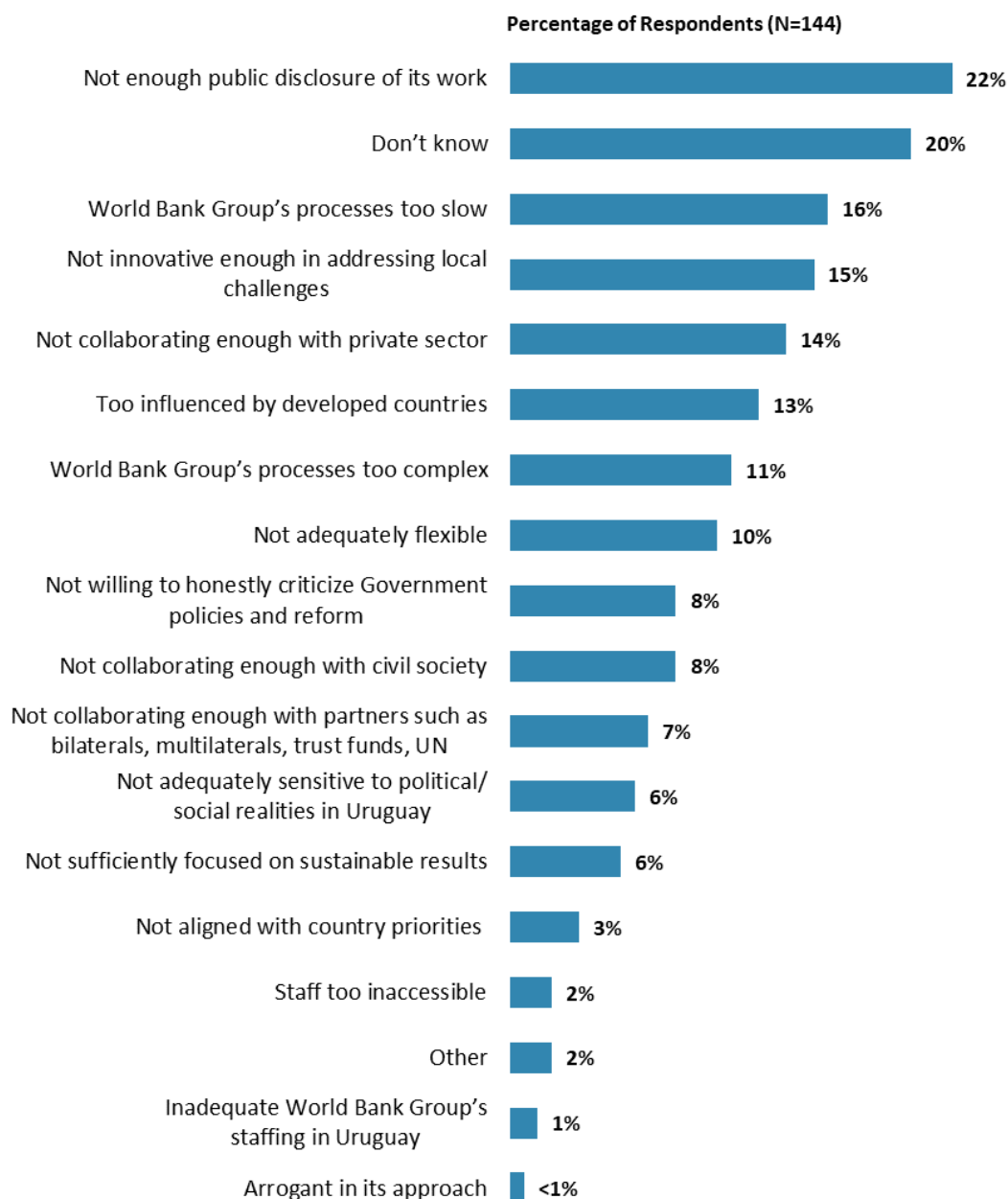
"When thinking about the World Bank Group's role in Uruguay, which activity do you VALUE the most? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



V. Overall Attitudes Toward the World Bank Group (continued)

Greatest Weakness

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that the WBG's greatest weaknesses in its work in Uruguay were "*World Bank Group's processes too slow*" (22%), "*World Bank Group's processes too complex*" (17%), and "*not enough public disclosure of its work*" (17%).

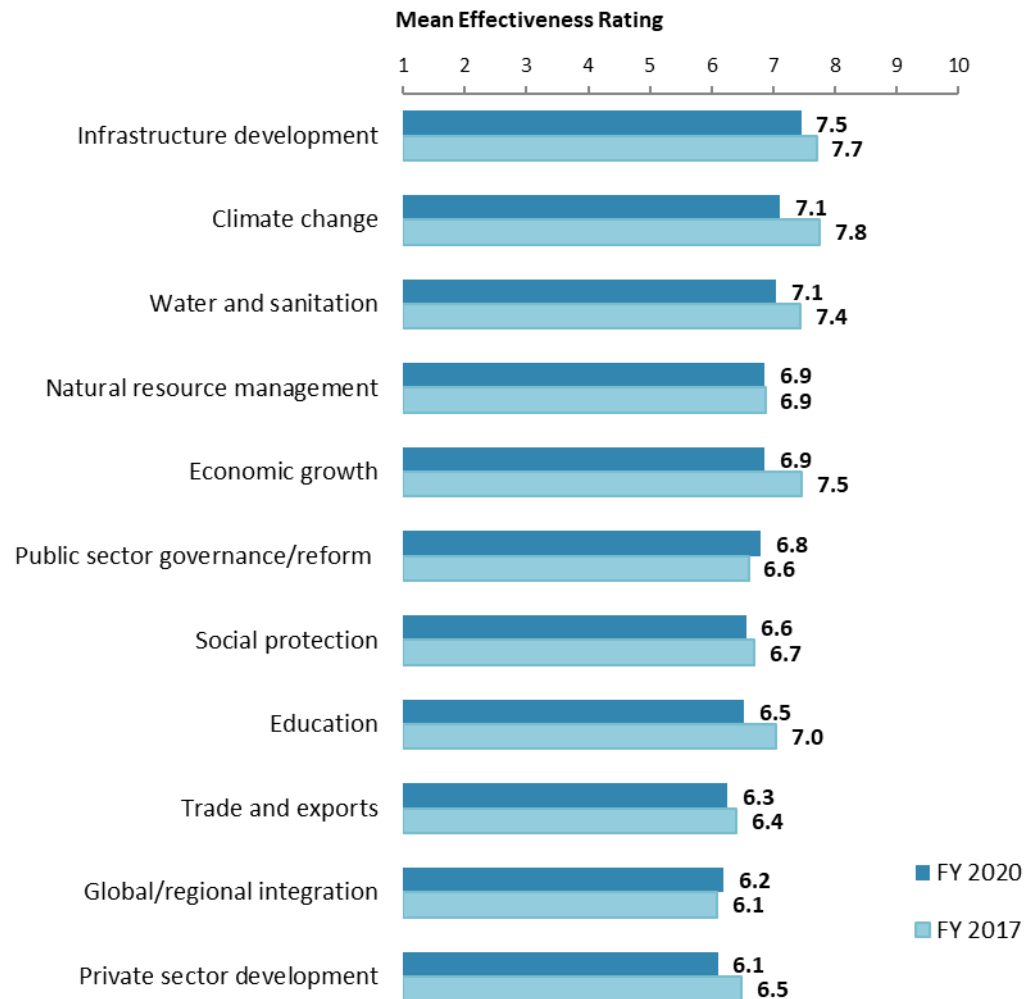


"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Uruguay? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



VI. World Bank Group's Support in Development Areas

Effectiveness of WBG's Support in Sectoral Areas: Year Comparison⁸



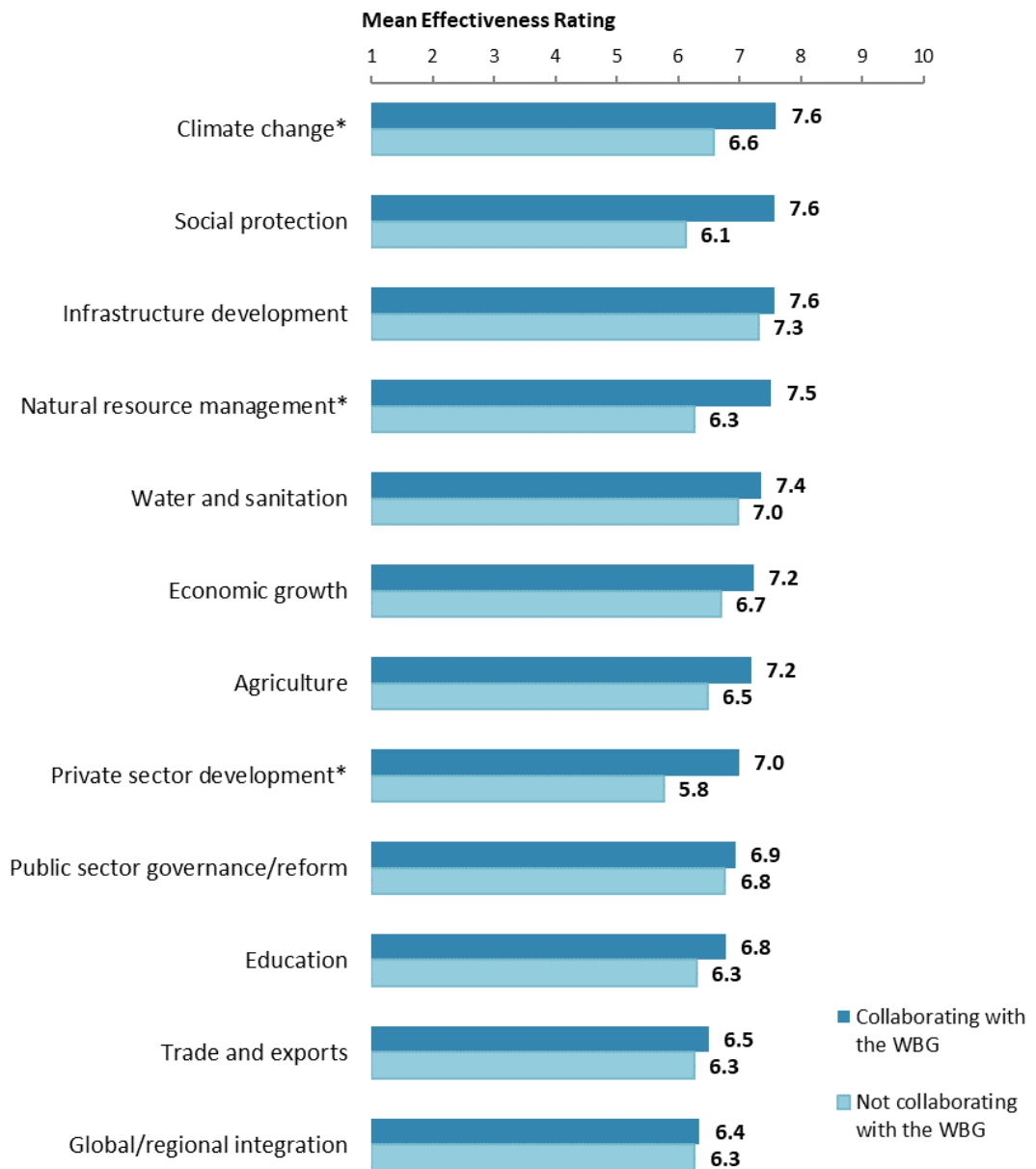
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Uruguay?"
(1-"Not effective at all", 10-"Very effective")

⁸ Means presented in this chart were calculated based on weighted data. See Appendix D for details.



VI. WBG's Support in Development Areas (continued)

Effectiveness of WBG's Support in Sectoral Areas: Collaboration⁹



"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Uruguay?"

(1-"Not effective at all", 10-"Very effective")

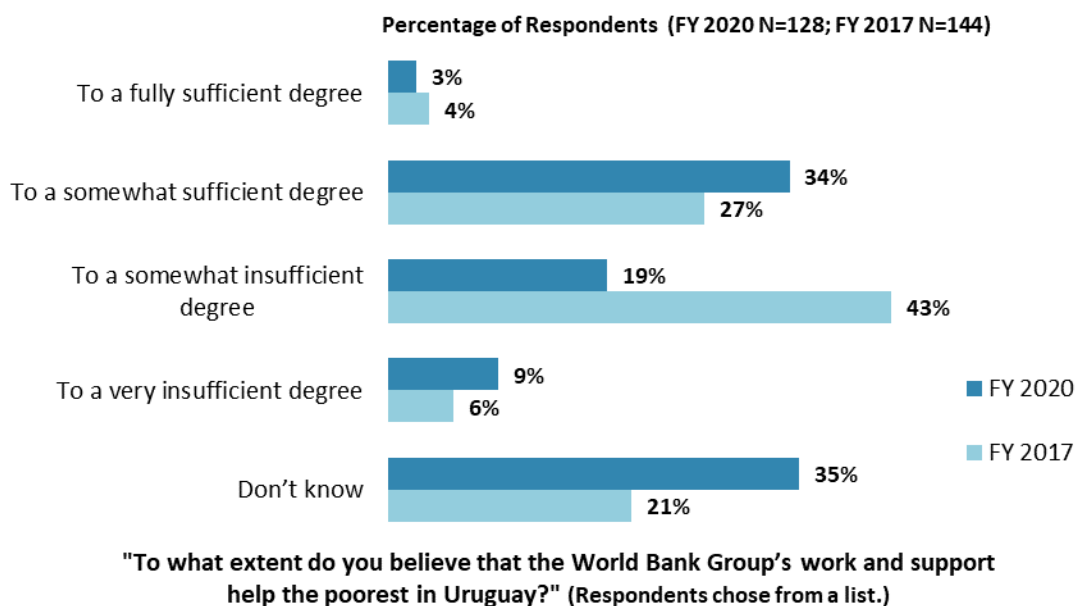
(*Significantly different between collaborators and non-collaborators)

⁹ Note in the Appendix on the sectoral effectiveness (Appendix A, page 41) that primarily informed stakeholders responded to this question. Respondents were given the option of "don't know" if they did not have exposure to the WBG's work in certain development areas.

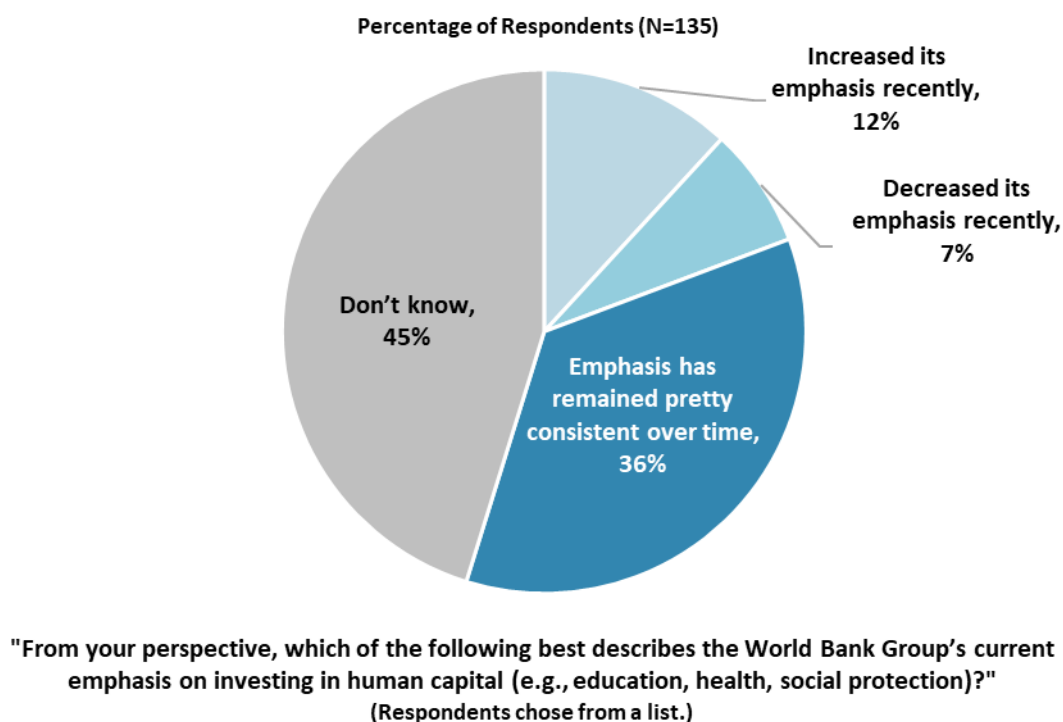


VI. WBG's Support in Development Areas (continued)

Helping the Poorest¹⁰



The WBG's Human Capital Investment

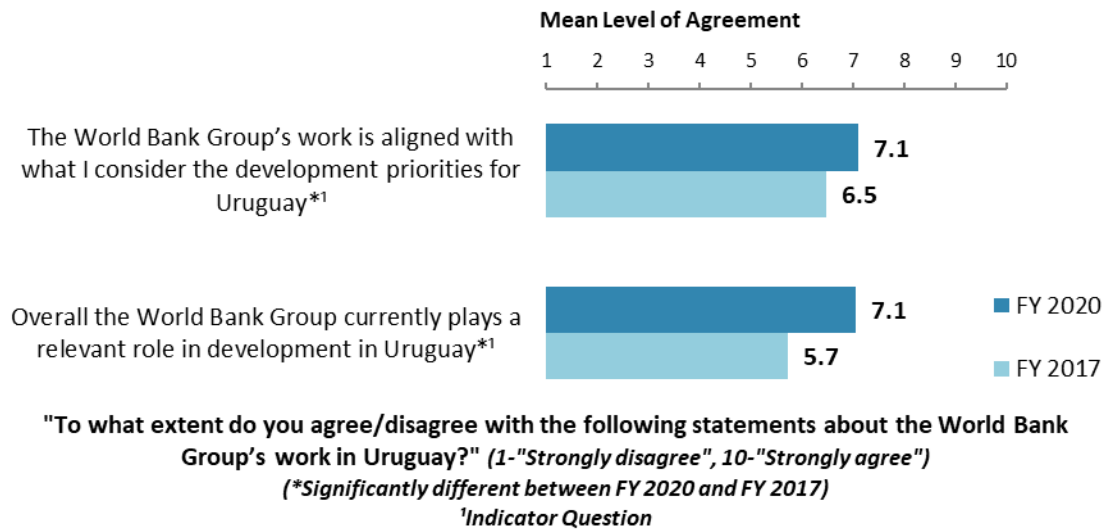


¹⁰ Percentages presented in this chart were calculated based on weighted data.

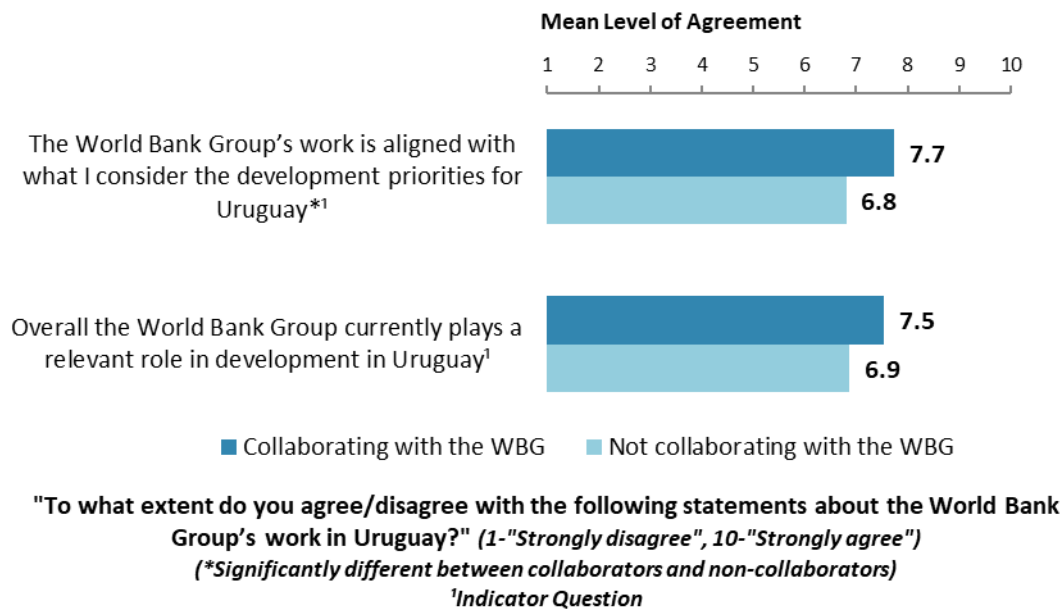


VII. World Bank Group's Work and Engagement on the Ground

The World Bank Group's Work in Uruguay: Year Comparison¹¹



The World Bank Group's Work in Uruguay: Collaboration

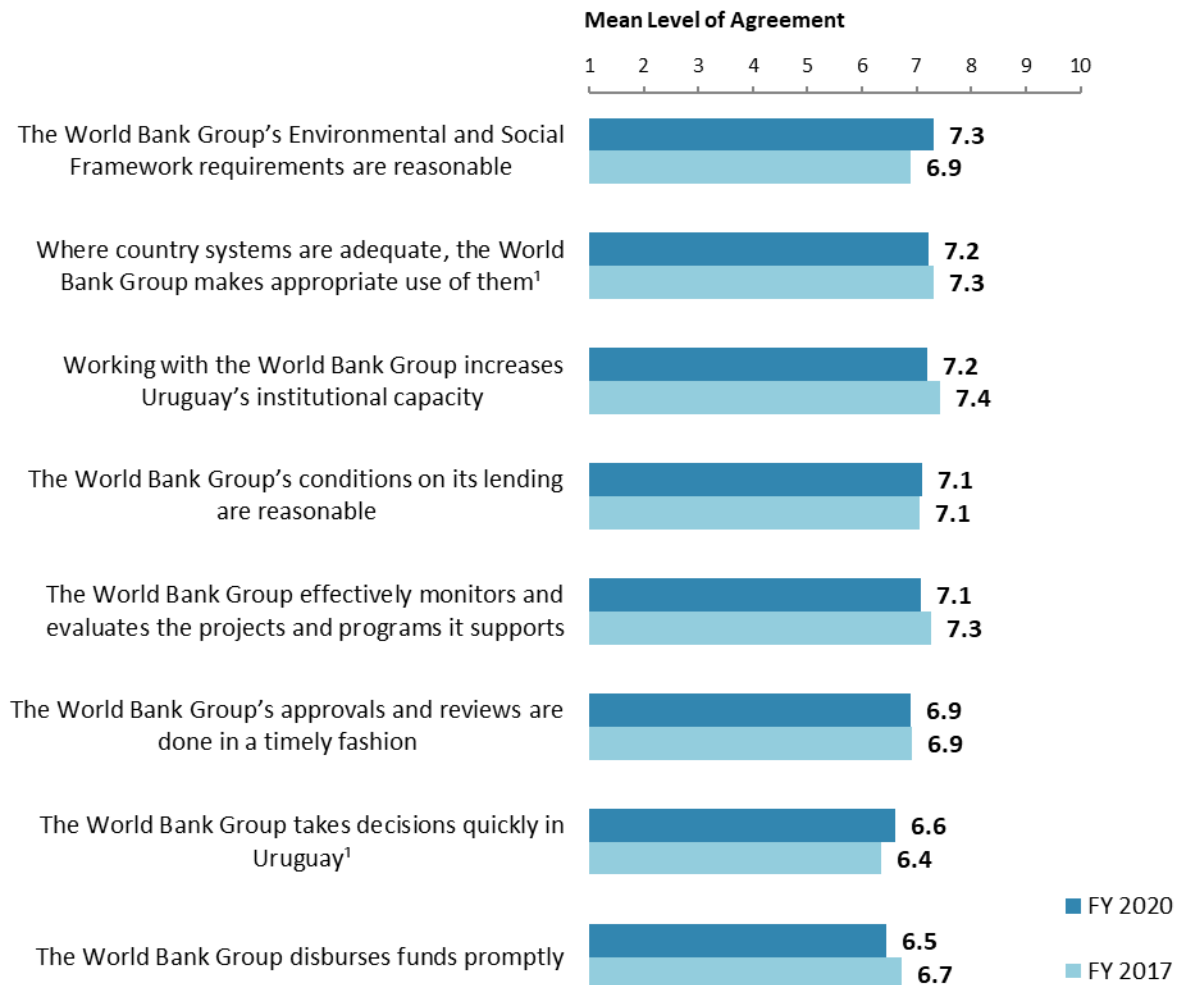


¹¹ Means in this chart were calculated based on weighted data.



VII. WBG's Work and Engagement on the Ground (continued)

Overall Perceptions: Year Comparison¹²



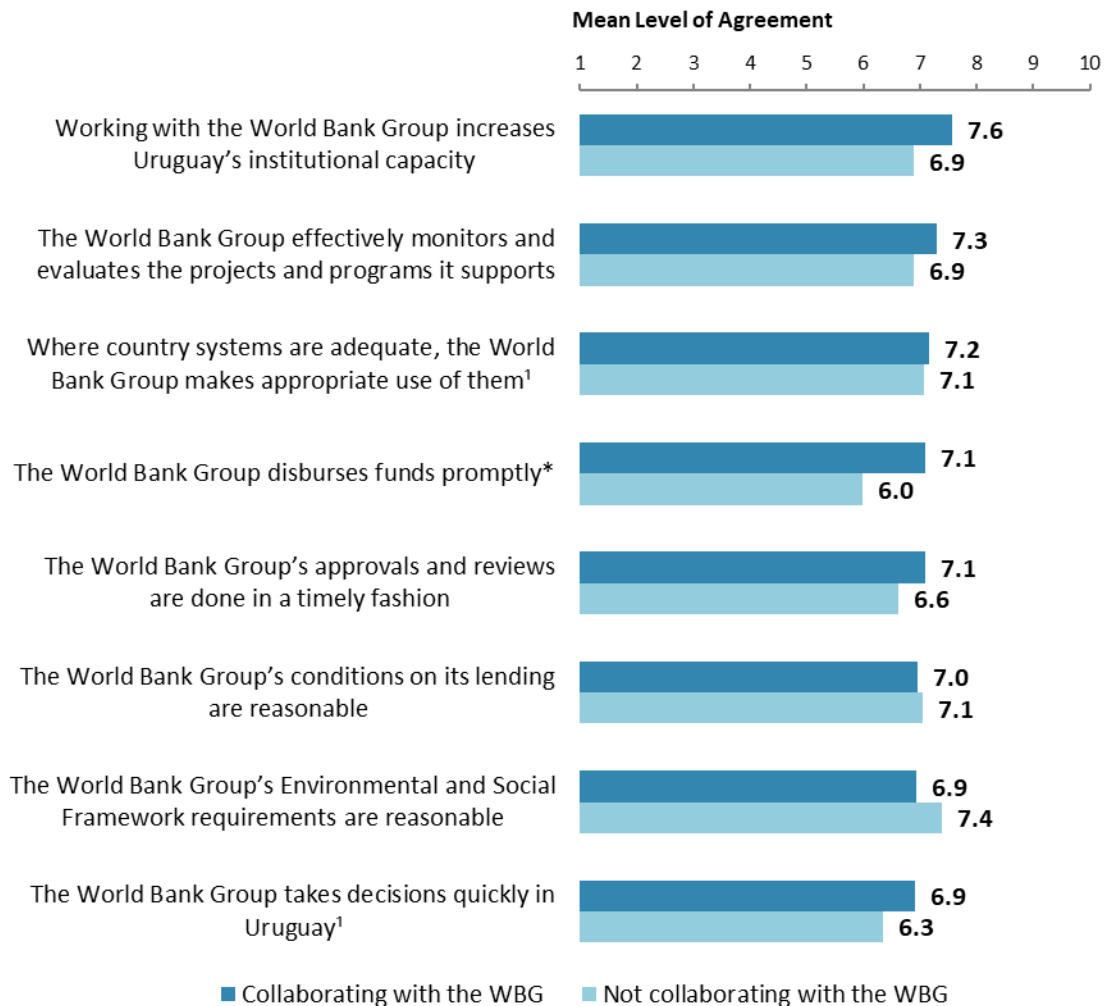
"To what extent do you agree/disagree with the following statements?"
(1-"Strongly disagree", 10-"Strongly agree")
¹Indicator Question

¹² Means in this chart were calculated based on weighted data.



VII. WBG's Work and Engagement on the Ground (continued)

Overall Perceptions: Collaboration



"To what extent do you agree/disagree with the following statements?"

(1-"Strongly disagree", 10-"Strongly agree")

(*Significantly different between collaborators and non-collaborators)

¹Indicator Question



VII. WBG's Work and Engagement on the Ground (continued)

The WBG as an Effective Development Partner: Year Comparison¹³



"To what extent is the World Bank Group an effective development partner in Uruguay, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")

(*Significantly different between FY 2020 and FY 2017)

¹Indicator Question

¹³ Means in this chart were calculated based on weighted data.



VII. WBG's Work and Engagement on the Ground (continued)

The WBG as an Effective Development Partner: Collaboration



"To what extent is the World Bank Group an effective development partner in Uruguay, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")

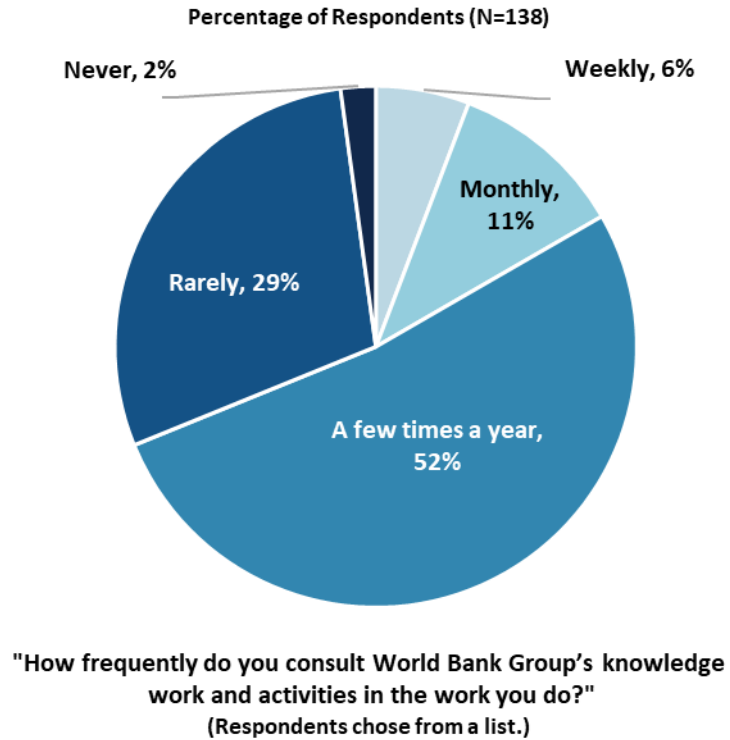
(*Significantly different between collaborators and non-collaborators)

¹Indicator Question



VIII. World Bank Group's Knowledge and Instruments

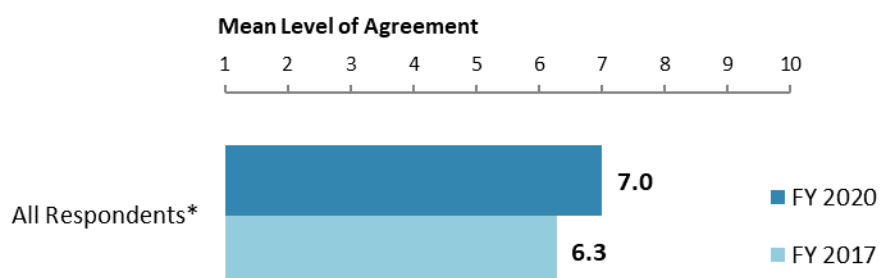
Frequency of Consulting WBG Knowledge Work and Activities





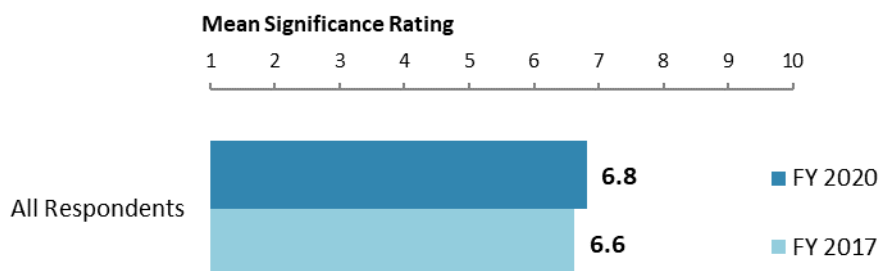
VIII. World Bank Group's Knowledge and Instruments (continued)

Meeting Uruguay's Knowledge Needs¹⁴ (Indicator Question)



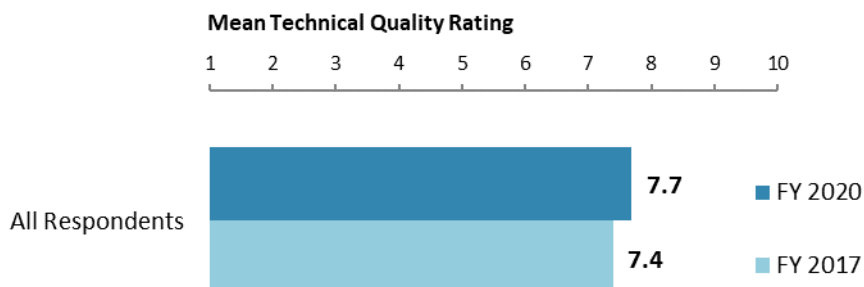
"The World Bank Group meets Uruguay's needs for knowledge services (e.g., research, analysis, data, technical assistance)"
(1-"Strongly disagree", 10-"Strongly agree")
(*Significantly different between FY 2020 and FY 2017)

Contribution of the WBG's Knowledge Work and Activities (Indicator Question)



"Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?"
(1-"Not significant at all", 10-"Very significant")

Technical Quality of the WBG's Knowledge Work and Activities (Indicator Question)



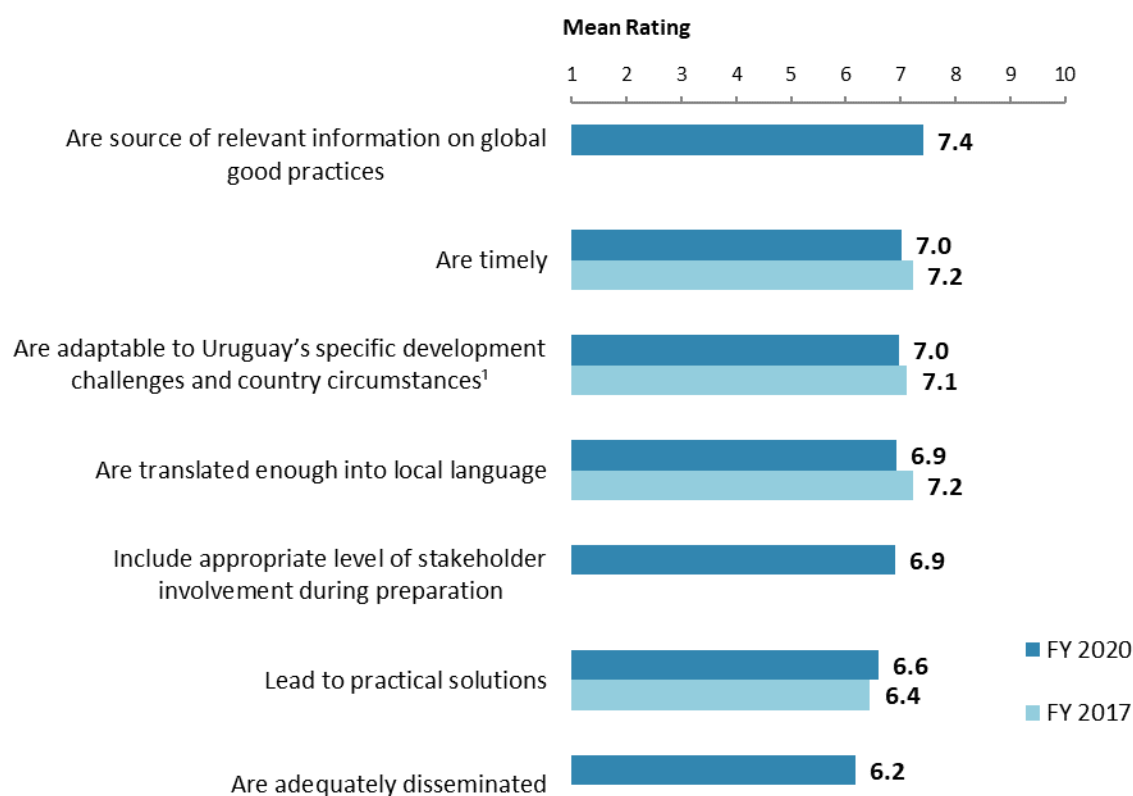
"Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?"
(1-"Very low technical quality", 10-"Very high technical quality")

¹⁴ Means in the charts on this page were calculated based on weighted data.



VIII. World Bank Group's Knowledge and Instruments (continued)

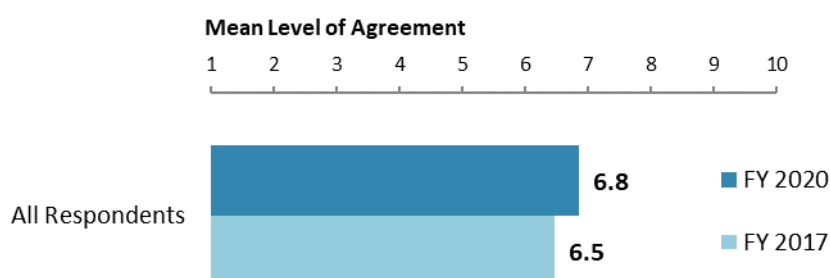
Qualities of the WBG's Knowledge Work and Activities¹⁵



"In Uruguay, to what extent do you believe that the World Bank Group's knowledge work and activities:" (1-"To no degree at all", 10-"To a very significant degree")

¹Indicator Question

Meeting Uruguay's Needs for Financial Instruments (Indicator Question)



"The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results, etc.) meet the needs of Uruguay"
(1-"Strongly disagree", 10-"Strongly agree")

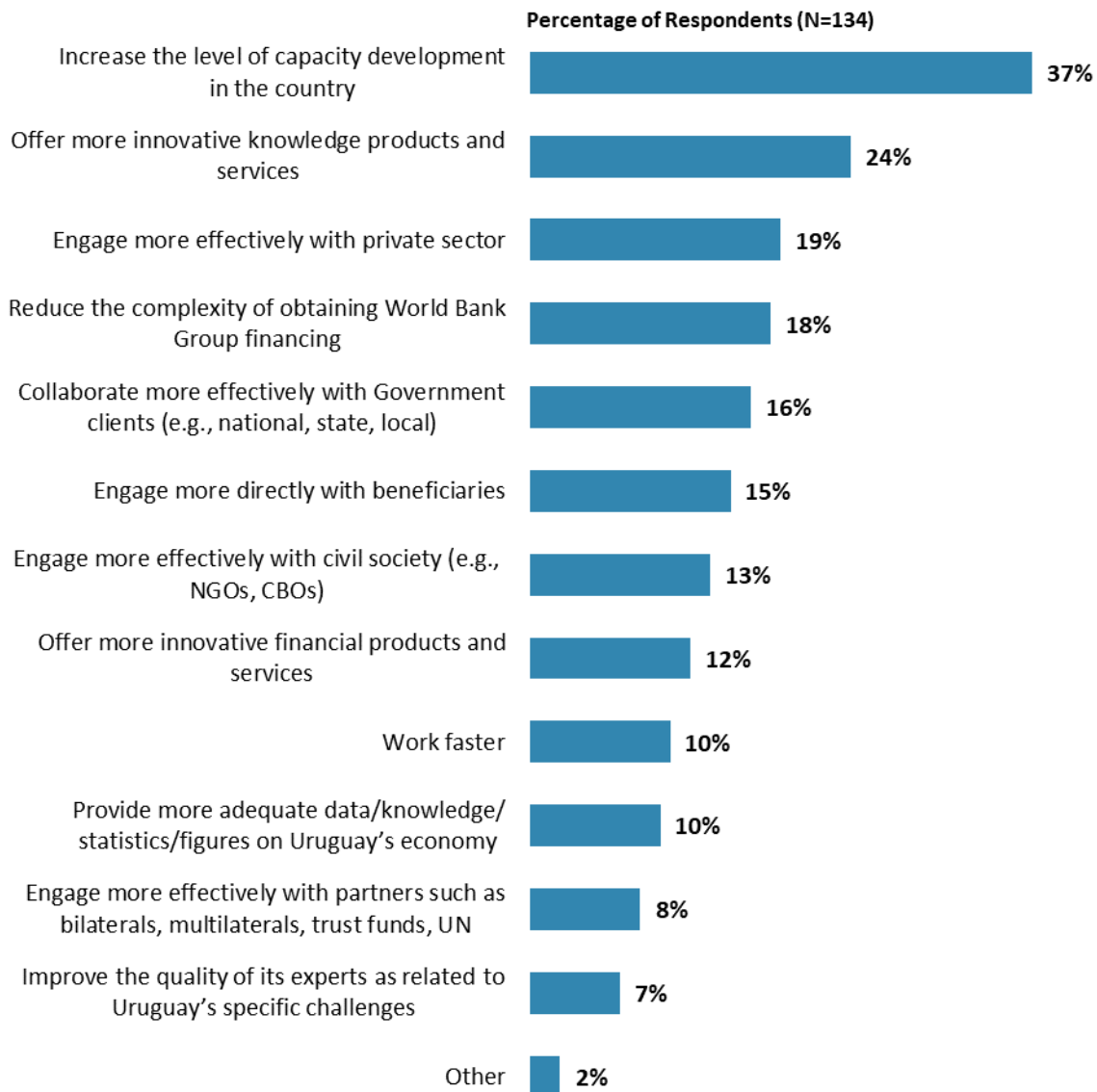
¹⁵ Means in the charts on this page were calculated based on weighted data.



IX. The Future Role of the WBG in Uruguay

Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that the WBG should “*reduce the complexity of obtaining WBG financing*” (26%), “*reach out more to groups outside of Government*” (25%), and “*collaborate more effectively with Government clients*” (23%) to make itself of greater value in Uruguay.



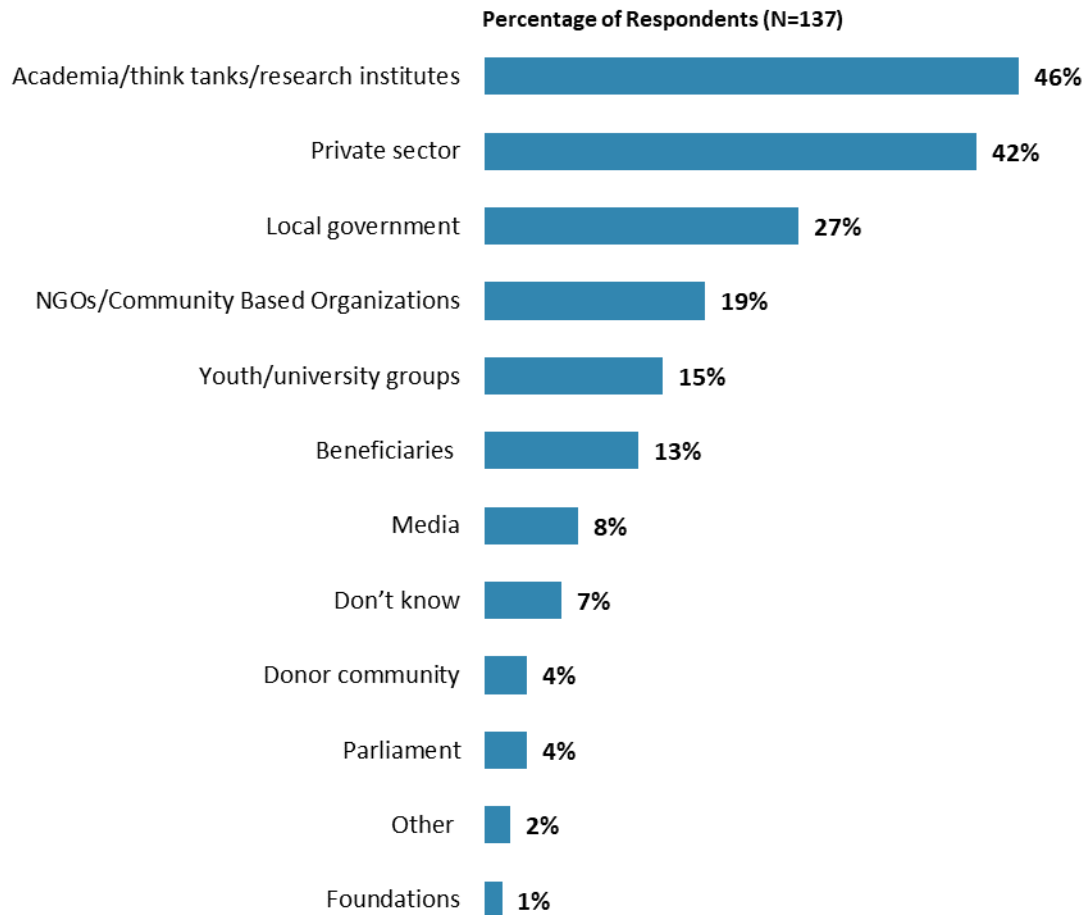
"Which of the following SHOULD the World Bank Group do to make itself of greater value in Uruguay? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



IX. The Future Role of the WBG in Uruguay (continued)

The World Bank Group Should Collaborate More with ...

- **Year comparison:** Respondents in the FY'17 Country Survey indicated that the WBG should collaborate more with “*private sector*” (43%), “*academia/think tanks/research institutes*” (41%), and “*local government*” (33%) to ensure better development results in Uruguay.



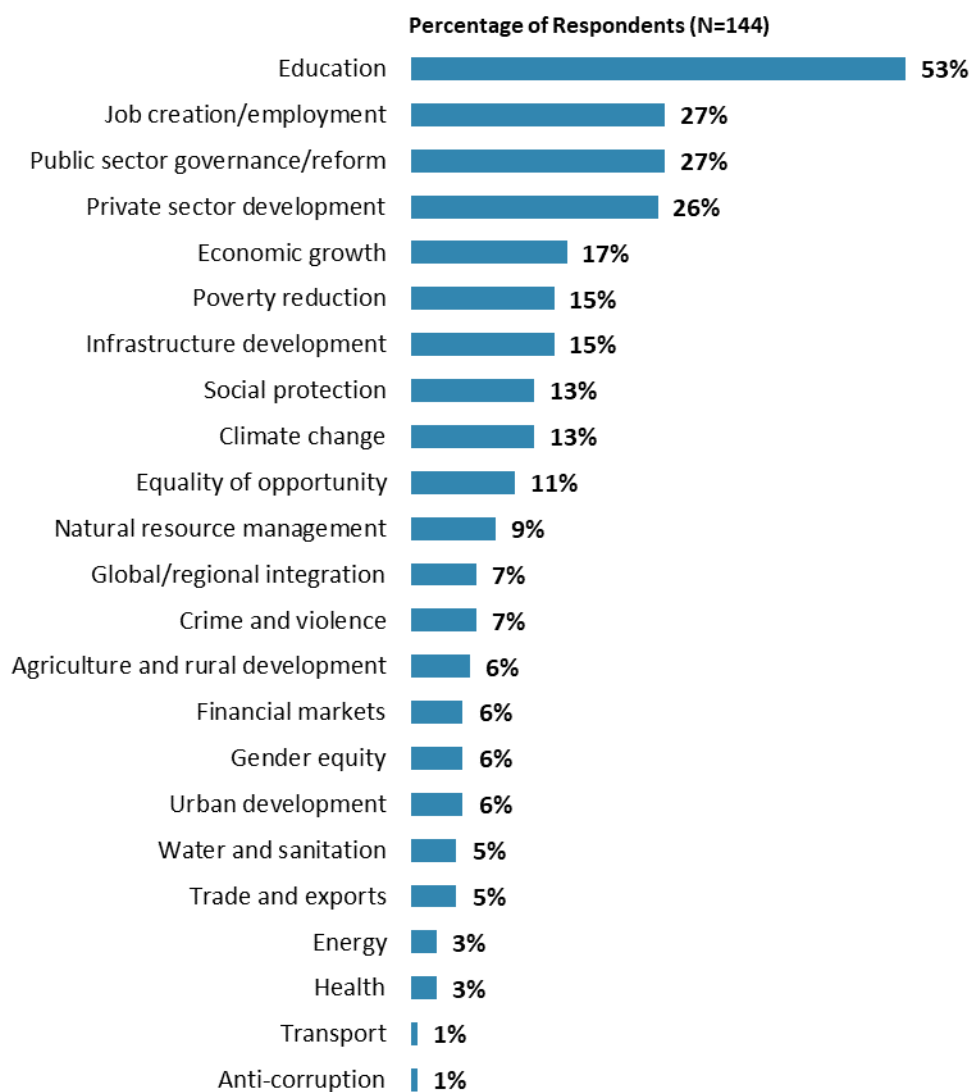
"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



IX. The Future Role of the WBG in Uruguay (continued)

Where the World Bank Group Should Focus its Resources

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that the WBG should focus its resources on “*agriculture and rural development*” (26%), “*education*” (23%), “*job creation/employment*” (23%), “*public sector governance/reform*” (22%), and “*economic growth*” (22%).

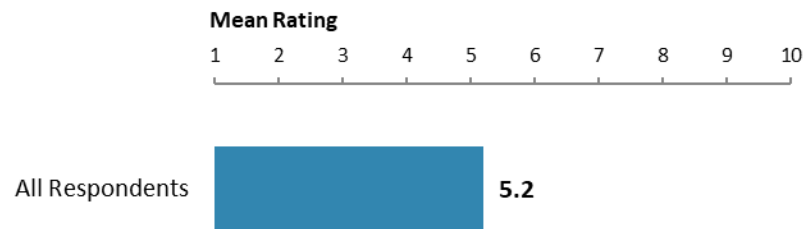


“When thinking about how the World Bank Group can have the most impact on development results in Uruguay, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Uruguay? (Choose no more than THREE)”
(Respondents chose from a list. Responses combined.)



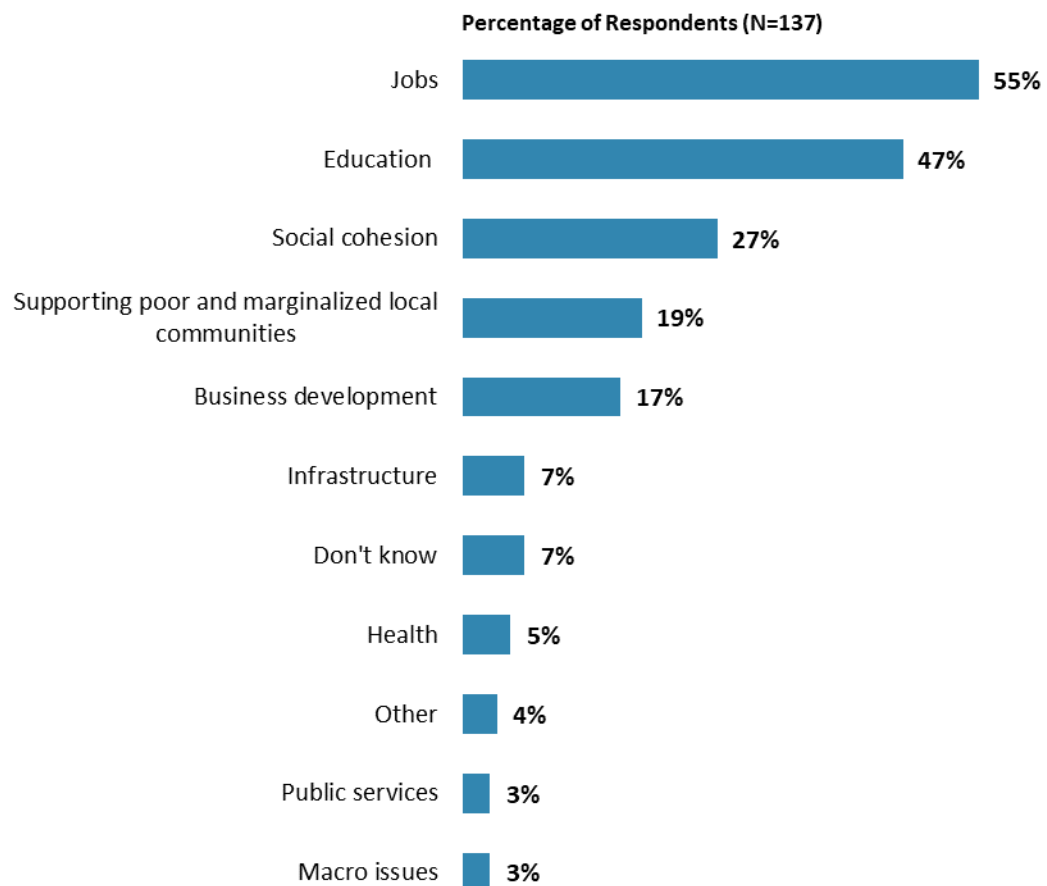
IX. The Future Role of the WBG in Uruguay (continued)

Migrants: Donor Community's Support



"To what extent do you believe that the donor community is doing enough to support the government's efforts related to migrants in Uruguay?"
(1-"To no degree at all", 10-"To a very significant degree")

Migrants: WBG's Support



"In which of the following areas do you believe the World Bank Group should provide most of its resources when it comes to providing support to migrants in Uruguay?"
(Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)

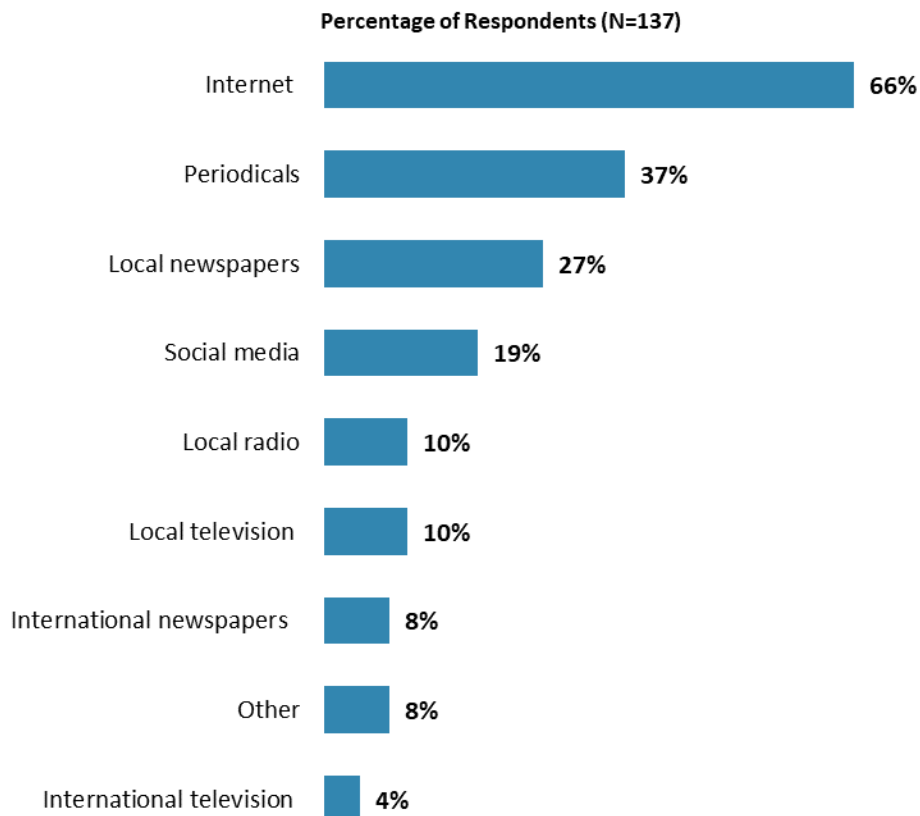


X. Communication and Outreach

Note: When considering the World Bank Group's future outreach with key constituencies, please see Appendix B (page 55) for selected responses by stakeholder groups.

General Information Sources

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that they got most of their information about economic and social development issues in Uruguay from the “Internet” (60%) and from “periodicals” (50%).



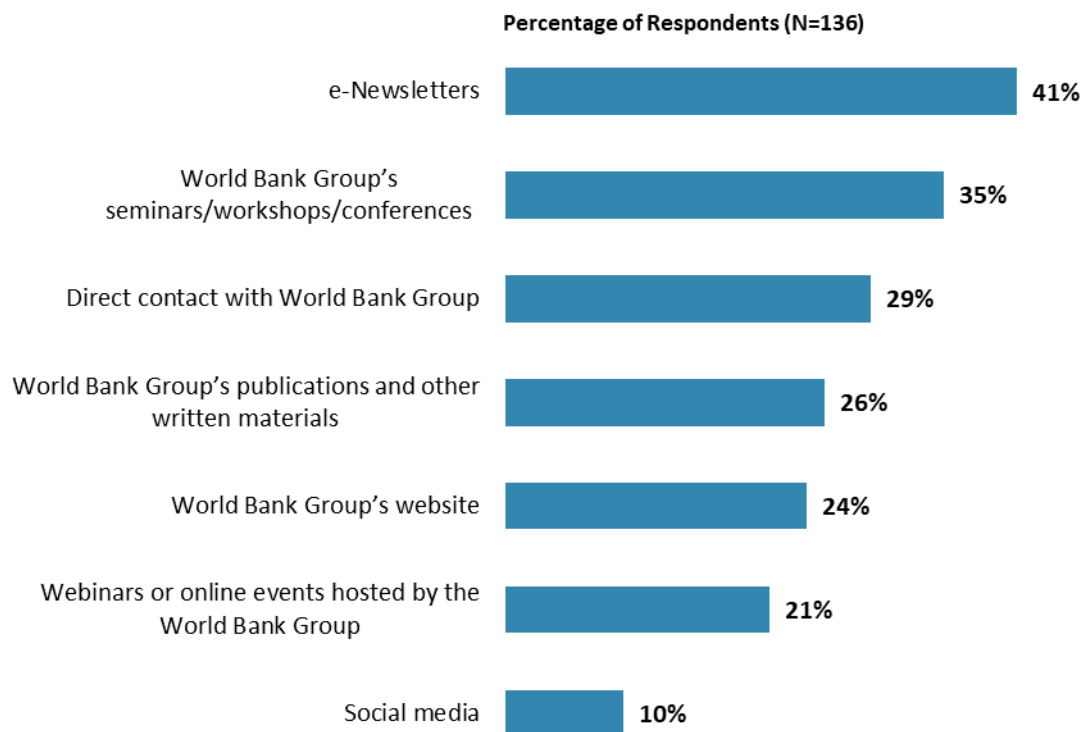
"How do you get most of your information about economic and social development issues in Uruguay? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



X. Communication and Outreach (continued)

Preferred Information Sources

- **Year comparison:** Respondents in the previous FY'17 Country Survey indicated that they would prefer to receive information from the WBG through “*World Bank Group’s seminars/workshops/conferences*” (38%), through “*direct contact with World Bank Group*” (30%), and through “*World Bank Group’s publications and other written materials*” (24%).

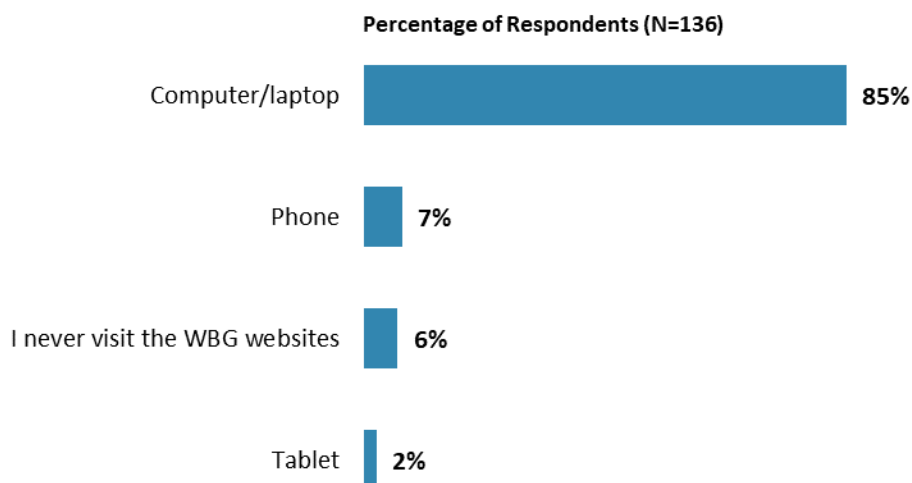


**"How would you prefer to receive information from the World Bank Group?
(Choose no more than TWO)"**
(Respondents chose from a list. Responses combined.)



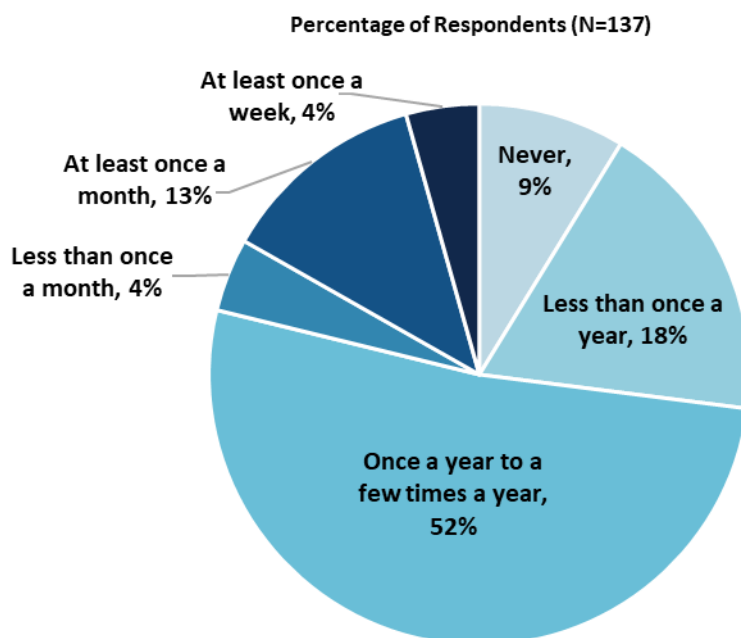
X. Communication and Outreach (continued)

Devices used to access WBG website



"What do you use primarily when visiting a World Bank Group website?"
(Respondents chose from a list.)

WBG Interaction Frequency

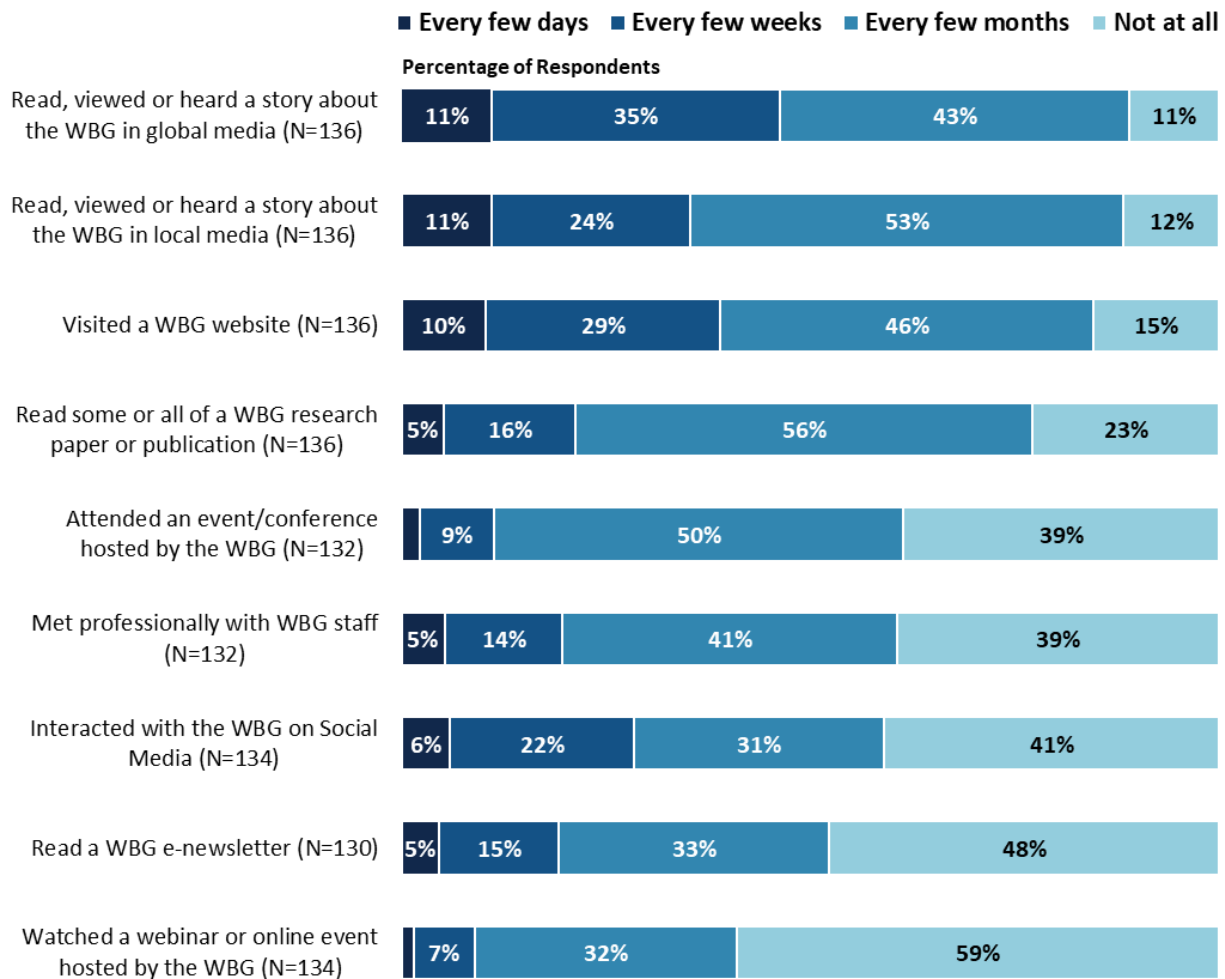


"How frequently do you interact with the World Bank Group now in Uruguay?"
(Respondents chose from a list.)



X. Communication and Outreach (continued)

Frequency of Specific WBG Interactions



"Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?" (Respondents chose from a list.)



XI. Appendices

A. Responses to All Questions Across All Respondents	41
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URUGUAY





Appendix A: Responses to All Questions across All Respondents (N=162)

All rating scale questions are presented with the total number of respondents that provided a rating (N), the number of respondents who indicated that they “Don’t know” (DK), the mean rating across all respondents (Mean), and the standard deviation of this mean (SD). Indicator questions are noted with an asterisk (*).

A. Overall Context

1. In general, would you say that Uruguay is headed in ... ?	Percentage of Respondents (N=162)
The right direction	72.8%
The wrong direction	6.8%
Not sure	20.4%

2. Do you think that economic opportunity for citizens in Uruguay is ... ?	Percentage of Respondents (N=160)
Increasing	26.9%
Decreasing	33.1%
Staying about the same	40.0%

3. Listed below are a number of development priorities in Uruguay. Please identify which of the following you consider the most important development priorities in Uruguay. (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=162)
Education	67.3%
Job creation/employment	32.7%
Private sector development (e.g., competitiveness, productivity, innovation)	29.6%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, state-owned enterprises, fiscal system reform)	25.3%
Economic growth	22.8%
Crime and violence (i.e., citizen security)	22.2%
Equality of opportunity (i.e., social inclusion, equity)	14.2%
Social protection (e.g., pensions, targeted social assistance, aging population)	13.0%
Global/regional integration	10.5%
Natural resources management (renewable/non-renewable)	9.3%
Infrastructure development (e.g., roads, bridges, PPP financing, etc.)	8.6%
Poverty reduction	8.0%
Climate change (e.g., mitigation, adaptation)	6.2%
Agriculture and rural development	5.6%
Trade and exports	4.9%
Gender equity (closing the gap between women and men, and boys and girls)	4.3%
Urban development	4.3%
Financial markets	2.5%
Water and sanitation	1.9%
Health	1.9%
Transport (e.g., road safety, public transport, etc.)	1.9%
Energy	0.6%
Anti-corruption	0.0%

**A. Overall Context (continued)**

4. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Uruguay? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=159)
Education	64.8%
Job creation/employment	52.2%
Economic growth	51.6%
Equality of opportunity (i.e., social inclusion, equity)	37.7%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, state-owned enterprises, fiscal system reform)	16.4%
Social protection (e.g., pensions, targeted social assistance, aging population)	13.8%
Private sector development	12.6%
Crime and violence (i.e., citizen security)	10.7%
Gender equity (closing the gap between women and men, and boys and girls)	6.3%
Global/regional integration	5.0%
Urban development	4.4%
Trade and exports	3.8%
Natural resources management (renewable/non-renewable)	3.8%
Infrastructure development (e.g., roads, bridges, PPP financing, etc.)	3.8%
Anti-corruption	1.9%
Water and sanitation	1.9%
Health	1.9%
Agriculture and rural development	0.6%
Transport (e.g., road safety, public transport, etc.)	0.6%
Energy	0.6%
Financial markets	0.6%
Climate change (e.g., mitigation, adaptation)	0.0%

5. Please describe the direction Uruguay is moving in, when considering ... ?	N	Direction				
		Getting much worse	Getting somewhat worse	Staying the same	Getting somewhat better	Getting much better
1. Human development (e.g., health, education, and social protection)	158	4.4%	22.8%	29.7%	34.8%	8.2%
2. Equal opportunity for girls and boys, men and women	156	1.3%	16.0%	37.8%	37.8%	7.1%
3. Growing Uruguay's economy in a way that leads to jobs and employment	158	8.2%	39.9%	28.5%	17.7%	5.7%
4. The gap between the rich and the poor	157	8.9%	31.8%	38.9%	19.1%	1.3%
5. Making government more effective	154	5.8%	17.5%	35.7%	37.0%	3.9%
6. Anti-corruption	155	2.6%	11.0%	46.5%	32.9%	7.1%
7. Attracting new sources of foreign investment	155	1.3%	18.7%	32.3%	38.1%	9.7%

**A. Overall Context (continued)**

6. Listed below are global challenges. Which do you think have the most serious impact on Uruguay? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=158)
Jobs/employment	48.1%
Fragility in neighboring countries	47.5%
Trade constraints	31.6%
Technology based disruption	19.0%
The gap between the rich and the poor	13.9%
Geo political uncertainty	13.3%
Climate change	11.4%
Environmental degradation	10.8%
Migrants and refugees	2.5%
Terrorism	0.6%

7. When economic and/or social reform efforts fail or are slow to take place in Uruguay, which of the following would you attribute this to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=157)
Political pressures and obstacles	48.4%
Inadequate level of capacity in the government	31.2%
Poor coordination within the government	28.0%
Reforms are not well thought out in light of country challenges	24.2%
Inadequate level of private sector participation	17.8%
Inadequate level of citizen/civil society participation	12.7%
Other	10.8%
Private sector involvement and/or influence	6.4%
Inadequate level of government accountability	5.7%
Inadequate level of donor coordination	3.8%
Corruption	0.6%

8. To what extent do you trust each of the following groups to do what is right? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
1. The national government	145	2	6.85	1.85
2. Bilateral organizations (e.g., AECID, JICA, GIZ, USAID)	126	23	6.42	1.59
3. The World Bank Group*	146	4	7.08	1.65
4. The International Monetary Fund	144	5	5.69	2.24
5. The United Nations (UN)	143	5	6.75	1.81
6. Regional development banks	143	8	7.14	1.59
7. Uruguay's Central Bank	147	4	7.47	1.81
8. International private sector	132	15	5.89	1.91
9. Domestic private sector	147	1	6.12	1.90
10. International civil society (e.g., non-government organizations, community-based organizations)	126	20	6.11	1.83
11. Domestic civil society (e.g., non-government organizations, community-based organizations)	138	10	6.43	1.68
12. Faith-based institutions	108	36	4.88	2.22
13. Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	151	0	5.40	2.15
14. International media and their web presence	143	6	5.55	1.86
15. Web based media (i.e., blogs, social media, other web-based news and information sources)	143	8	5.21	2.12

**B. Overall Attitudes Toward the World Bank Group**

1. How familiar are you with the work of these organizations in Uruguay? <i>(1-Not familiar at all, 10-Extremely familiar)</i>	N	DK	Mean	SD
1. World Bank Group (WBG)	148	n/a	6.67	2.11
2. Inter-American Development Bank (IDB/BID)	146	n/a	7.13	1.99
3. Latin American Development Bank (CAF)	145	n/a	6.50	2.25

To what extent do you agree/disagree with the following statements about the World Bank Group's work in Uruguay? <i>(1-Strongly disagree, 10-Strongly agree)</i>	Level of Agreement			
	N	DK	Mean	SD
2. Overall the World Bank Group currently plays a relevant role in development in Uruguay*	132	13	7.08	1.78
3. The World Bank Group's work is aligned with what I consider the development priorities for Uruguay*	127	19	7.12	1.71

4. Overall, please rate your impression of the effectiveness of these organizations in Uruguay. <i>(1-Not effective at all, 10-Very effective)</i>	N	DK	Mean	SD
1. World Bank Group (WBG)*	128	18	7.10	1.69
2. Inter-American Development Bank (IDB/BID)	136	11	7.32	1.52
3. Latin American Development Bank (CAF)	122	22	6.94	1.74

Achieving Development Results	N	DK	Mean	SD
5. To what extent does the World Bank Group's work help to achieve development results in Uruguay?* <i>(1-To no degree at all, 10-To a very significant degree)</i>	128	19	6.96	1.60

Influencing the Development Agenda	N	DK	Mean	SD
6. To what extent does the World Bank Group influence the development agenda in Uruguay?* <i>(1-To no degree at all, 10-To a very significant degree)</i>	127	19	6.66	1.54

7. To what extent do you believe that the World Bank Group's work and support help the poorest people in Uruguay? (Select only ONE response)	Percentage of Respondents (N=147)
To a fully sufficient degree	2.0%
To a somewhat sufficient degree	33.3%
To a somewhat insufficient degree	23.8%
To a very insufficient degree	9.5%
Don't know	31.3%

**B. Overall Attitudes Toward the World Bank Group (continued)**

8. When thinking about the World Bank Group's role in Uruguay, which activity do you VALUE the most? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=145)
Financial resources	46.2%
Policy advice, studies, analyses	28.3%
Technical assistance	26.9%
Promoting knowledge sharing	24.1%
Bringing innovative solutions to development challenges	22.1%
Capacity development related to World Bank Group supported projects	18.6%
Bringing together different groups of stakeholders	9.0%
Data and statistics	9.0%
Mobilizing third party financial resources	4.8%
Donor coordination	3.4%
Other	1.4%

9. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Uruguay? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=144)
Not enough public disclosure of its work	22.2%
Don't know	20.1%
World Bank Group's processes too slow (e.g., too bureaucratic in its operational policies and procedures)	16.0%
Not innovative enough in addressing local challenges (e.g., simply replicating other countries' experiences)	15.3%
Not collaborating enough with private sector	13.9%
Too influenced by developed countries	12.5%
World Bank Group's processes too complex	11.1%
Not adequately flexible	10.4%
Not willing to honestly criticize Government policies and reform	8.3%
Not collaborating enough with civil society (e.g., NGOs, CBOs)	8.3%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	6.9%
Not adequately sensitive to political/social realities in Uruguay	6.3%
Not sufficiently focused on sustainable results	5.6%
Not aligned with country priorities	3.5%
Staff too inaccessible	2.1%
Inadequate World Bank Group's staffing in Uruguay	1.4%
Arrogant in its approach	0.7%

**B. Overall Attitudes Toward the World Bank Group (continued)**

10. When thinking about how the World Bank Group can have the most impact on development results in Uruguay, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Uruguay? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=144)
Education	52.8%
Job creation/employment	27.1%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, state-owned enterprises, fiscal system reform)	27.1%
Private sector development (e.g., competitiveness, productivity, innovation)	26.4%
Economic growth	16.7%
Poverty reduction	15.3%
Infrastructure development (e.g., roads, bridges, PPP financing, etc.)	15.3%
Social protection (e.g., pensions, targeted social assistance, aging population)	13.2%
Climate change (e.g., mitigation, adaptation)	13.2%
Equality of opportunity (i.e., social inclusion, equity)	11.1%
Natural resource management (renewable/non-renewable)	9.0%
Global/regional integration	6.9%
Crime and violence (i.e., citizen security)	6.9%
Agriculture and rural development	6.3%
Financial markets	5.6%
Gender equity (closing the gap between women and men, and boys and girls)	5.6%
Urban development	5.6%
Water and sanitation	4.9%
Trade and exports	4.9%
Energy	2.8%
Health	2.8%
Transport (e.g., road safety, public transport, etc.)	0.7%
Anti-corruption	0.7%

C. World Bank Group's Work and Engagement on the Ground

Staff Preparedness	N	DK	Mean	SD
1. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills mix and knowledge) to help Uruguay solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	114	26	7.43	1.68

**C. World Bank Group's Work and Engagement on the Ground (continued)**

To what extent is the World Bank Group an effective development partner in Uruguay, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Responsiveness to needs*	114	23	6.83	1.66
3. Flexibility (in terms of the institution's products and services)*	110	28	6.20	1.80
4. Flexibility (in terms of changing country circumstances)*	110	27	6.33	1.87
5. Being inclusive*	105	33	6.60	1.87
6. Openness (sharing data and other information)*	116	22	7.26	1.87
7. Collaboration with the Government*	113	23	7.57	1.58
8. The speed in which it gets things accomplished on the ground*	104	32	5.92	1.91
9. Helping to bring discipline/effective supervision to implementation of investment projects*	106	31	6.79	2.00
10. Collaboration with civil society*	99	37	6.15	1.84
11. Staff accessibility*	111	26	7.50	1.80
12. Collaboration with other donors and development partners*	91	45	6.82	1.72
13. Collaboration with the private sector*	89	45	6.19	1.72
14. Straightforwardness and honesty*	110	27	8.09	1.55
15. Treating clients and stakeholders in Uruguay with respect*	111	26	8.36	1.57
16. Being a long-term partner*	110	27	8.13	1.65

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
17. The World Bank Group disburses funds promptly	97	38	6.34	2.12
18. The World Bank Group effectively monitors and evaluates the projects and programs it supports	103	33	7.02	1.85
19. The World Bank Group's approvals and reviews are done in a timely fashion	96	39	6.78	1.90
20. The World Bank Group's Environmental and Social Framework requirements are reasonable	91	45	7.22	1.80
21. The World Bank Group's conditions on its lending are reasonable	96	39	7.05	1.82
22. The World Bank Group takes decisions quickly in Uruguay*	99	37	6.51	2.11
23. Working with the World Bank Group increases Uruguay's institutional capacity	110	26	7.10	2.05
24. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	79	55	7.10	1.98

To what extent do you agree/disagree with the following statements about the World Bank Group in Uruguay? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
25. The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results, etc.) meet the needs of Uruguay*	111	25	6.73	1.94
26. The World Bank Group meets Uruguay's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	119	17	6.92	1.90

Donor Support to Refugees	N	DK	Mean	SD
27. To what extent do you believe that the donor community is doing enough to support the government's efforts related to refugees in Uruguay? (1-To no degree at all, 10-To a very significant degree)	82	53	5.20	1.91

**C. World Bank Group's Work and Engagement on the Ground (continued)**

28. In which of the following areas do you believe the World Bank Group should provide most of its resources when it comes to providing support to the refugee crisis in Uruguay? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=137)
Jobs	54.7%
Education	46.7%
Social cohesion	27.0%
Supporting poor and marginalized local communities	19.0%
Business development	16.8%
Infrastructure	6.6%
Don't know	6.6%
Health	5.1%
Other	3.6%
Public services	2.9%
Macro issues (fiscal accounts, balance of payments, etc.)	2.9%

D. World Bank Group's Support in Development Areas

1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Uruguay? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Social protection (e.g., pensions, targeted social assistance, aging population)	49	84	6.33	2.19
2. Private sector development	65	67	6.09	1.86
3. Education (e.g., primary education, teacher's formation)	84	48	6.43	2.03
4. Public sector governance/reform (e.g., improving electronic government services)	94	41	6.81	1.87
5. Global/regional integration	68	64	6.29	2.07
6. Water and sanitation (e.g., water resource management, water quality)	64	69	7.08	2.07
7. Agriculture (e.g., agro-industry, grain export logistics, green growth)	54	77	6.76	2.06
8. Trade and exports	53	79	6.30	1.89
9. Natural resource management (e.g., sustainable land management)	57	75	6.81	2.13
10. Climate change (e.g., mitigation, adaptation)	72	60	6.96	1.95
11. Economic growth	88	44	6.83	1.81
12. Infrastructure development (e.g., roads construction and maintenance)	81	52	7.38	1.86

2. From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?	Percentage of Respondents (N=135)
Increased its emphasis recently	11.9%
Decreased its emphasis recently	7.4%
Emphasis has remained pretty consistent over time	35.6%
Don't know	45.2%

**E. World Bank Group's Knowledge Work and Activities**

1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?	Percentage of Respondents (N=138)
Weekly	5.8%
Monthly	10.9%
A few times a year	52.2%
Rarely	29.0%
Never	2.2%

In Uruguay, to what extent do you believe that the World Bank Group's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Are timely	112	23	6.96	1.68
3. Include appropriate level of stakeholder involvement during preparation	108	26	6.82	1.81
4. Lead to practical solutions	114	23	6.58	1.71
5. Are source of relevant information on global good practices	120	17	7.42	1.66
6. Are adequately disseminated and accessible	123	12	6.15	2.21
7. Are translated enough into local language	108	29	6.88	2.18
8. Are adaptable to Uruguay's specific development challenges and country circumstances*	113	22	6.86	1.79

Overall Evaluations	N	DK	Mean	SD
9. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?* (1-Not significant at all, 10-Very significant)	114	23	6.78	1.70
10. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?* (1-Very low technical quality, 10-Very high technical quality)	123	12	7.66	1.50

F. The Future Role of the World Bank Group in Uruguay

1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Uruguay? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=134)
Increase the level of capacity development in the country	37.3%
Offer more innovative knowledge products and services	23.9%
Engage more effectively with private sector	18.7%
Reduce the complexity of obtaining World Bank Group financing	17.9%
Collaborate more effectively with Government clients (e.g., national, state, local)	16.4%
Engage more directly with beneficiaries	14.9%
Engage more effectively with civil society (e.g., NGOs, CBOs)	13.4%
Offer more innovative financial products and services	11.9%
Work faster	10.4%
Provide more adequate data/knowledge/statistics/figures on Uruguay's economy	9.7%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	8.2%
Improve the quality of its experts as related to Uruguay's specific challenges	6.7%
Other	2.2%
Ensure greater selectivity in its work	0.0%

**F. The Future Role of the World Bank Group in Uruguay (continued)**

2. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=137)
Academia/think tanks/research institutes	46.0%
Private sector	42.3%
Local government	27.0%
NGOs/Community Based Organizations	19.0%
Youth/university groups	15.3%
Beneficiaries	13.1%
Media	8.0%
Don't know	6.6%
Donor community	3.6%
Parliament	3.6%
Other	2.2%
Foundations	1.5%

G. Communication and Information Sharing

1. How frequently do you interact with the World Bank Group now in Uruguay?	Percentage of Respondents (N=137)
Never	8.8%
Less than once a year	18.2%
Once a year to a few times a year	51.8%
Less than once a month	4.4%
At least once a month	12.4%
At least once a week	4.4%

2. How do you get most of your information about economic and social development issues in Uruguay? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=137)
Internet	65.7%
Periodicals (e.g., magazines, journals)	37.2%
Local newspapers	27.0%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	19.0%
Local radio	10.2%
Local television	10.2%
International newspapers	8.0%
Other	8.0%
International television	4.4%
International radio	0.0%

3. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=136)
e-Newsletters	41.2%
World Bank Group's seminars/workshops/conferences	35.3%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	29.4%
World Bank Group's publications and other written materials	25.7%
World Bank Group's website	24.3%
Webinars or online events hosted by the World Bank Group	21.3%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	9.6%

**G. Communication and Information Sharing (continued)**

4. What do you use primarily when visiting a World Bank Group website? (Select only ONE response)	Percentage of Respondents (N=136)
Computer/laptop	85.3%
Phone	6.6%
I never visit the WBG websites	5.9%
Tablet	2.2%

5. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?	N	Percentage of Respondents			
		Every few days	Every few weeks	Every few months	Not at all
Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio)	136	11.0%	24.3%	52.9%	11.8%
Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	136	11.0%	35.3%	42.6%	11.0%
Interacted with the WBG on Social Media (e.g., read a post or tweet, liked, commented, shared, retweeted)	134	6.0%	22.4%	30.6%	41.0%
Visited a WBG website (e.g., read a blog, used data)	136	10.3%	28.7%	45.6%	15.4%
Attended an event/conference hosted by the WBG	132	2.3%	9.1%	50.0%	38.6%
Watched a webinar or online event hosted by the WBG	134	1.5%	7.5%	32.1%	59.0%
Read some or all of a WBG research paper or publication	136	5.1%	16.2%	55.9%	22.8%
Met professionally with WBG staff	132	5.3%	14.4%	40.9%	39.4%
Read a WBG e-newsletter	130	4.6%	14.6%	33.1%	47.7%



H. Background Information

1. Which of the following best describes your current affiliation? (Select only ONE response)	Percentage of Respondents (N=146)
Private Sector Organization	14.4%
Media (press, radio, TV, web, etc.)	10.3%
Employee of Ministry, Ministerial Department, Implementation Agency	9.6%
Academia/Research Institute/Think Tank	9.6%
State-Owned Enterprise	8.9%
Project Management Unit (PMU) overseeing implementation of WBG project/Consultant/Contractor working on WBG supported project/program	7.5%
Independent Government Institution (i.e., regulatory agency, central bank/oversight institution)	7.5%
Multilateral Agency (e.g., UN, regional development bank)	6.8%
Other	6.2%
NGO/Community Based Organization	4.8%
Office of Minister	2.7%
Local Government Office or Staff	2.7%
Office of the President, Prime Minister	2.1%
Financial Sector/Private Bank	2.1%
Office of Parliamentarian	1.4%
Bilateral Agency (e.g., embassy, diplomatic, military)	1.4%
Public-Private Partnership	1.4%
Trade Union	0.7%
Judicial System (e.g., courts)	0.0%
Private Foundation	0.0%
Faith-Based Group	0.0%
Youth Group	0.0%

**H. Background Information (continued)**

2. Please identify the primary specialization of your work. (Select only ONE response)	Percentage of Respondents (N=146)
Other	13.7%
Generalist (specialized in multiple sectors)	13.0%
Finance and markets	8.9%
Macroeconomics and fiscal management	6.8%
Education	6.2%
Trade and competitiveness	6.2%
Social protection and labor	4.8%
Environment and natural resources	4.8%
Digital development and technology (ICT)	4.8%
Communications and public affairs	4.8%
Energy	4.1%
Agriculture, rural development	4.1%
Climate change	3.4%
Water and sanitation	3.4%
Jobs	2.1%
Tourism	2.1%
Urban development	1.4%
Transport	1.4%
Demographics and migration	1.4%
Poverty	0.7%
Governance and anti-corruption	0.7%
Health and nutrition	0.7%
Fragility, conflict, violence, refugees	0.7%
Gender	0.0%

3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, MIGA, ICSID) in your country?	Percentage of Respondents (N=146)
Yes	26.0%
No	74.0%

4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Uruguay? (Select only ONE response)	Percentage of Respondents (N=38)
The World Bank (IBRD)	97.4%
The International Finance Corporation (IFC)	2.6%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%
International Centre for Settlement of Investment Disputes (ICSID)	0.0%

5. Do your projects involve both the World Bank and the IFC?	Percentage of Respondents (N=89)
Yes	12.4%
No	87.6%

**H. Background Information (continued)**

6. Which of the following describes most of your exposure to the World Bank Group in Uruguay? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=142)
Use World Bank Group reports/data	40.8%
Engage in World Bank Group related/sponsored events/activities	40.1%
Use World Bank Group website for information, data, research, etc.	26.8%
Collaborate as part of my professional duties	23.9%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	21.8%

7. What's your gender?	Percentage of Respondents (N=146)
Female	37.0%
Male	63.0%

8. What's your age?	Percentage of Respondents (N=147)
25 and under	0.0%
26-35	5.4%
36-45	18.4%
46-55	28.6%
56 and above	47.6%

9. Which best represents your geographic location?	Percentage of Respondents (N=147)
Montevideo	95.9%
Inland urban areas	3.4%
Inland rural areas	0.7%



Appendix B: Responses to Selected Questions by Stakeholder Groups¹⁶

- Office of the President/Prime Minister/Minister N=7
- Employee of a Ministry/PMU/Consultant on WBG Project N=25
- Independent Government Institution N=11
- State-Owned Enterprise N=13
- Bilateral/Multilateral Agency N=12
- Private Sector/Financial Sector/Private Bank N=24
- CSO N=8
- Academia/Research Institute/Think Tank (Academia) N=14
- Media N=15
- Other¹⁷ N=17

A. Overall Context

In general, would you say that Uruguay is headed in ... ?

Percentage of Respondents	Office of the President/Prime Minister/Minister	Employee of a Ministry/PMU/Consultant on WBG Project	Independent Government Institution	State-Owned Enterprise	Bilateral/Multilateral Agency	Private Sector/Financial Sector/Private Bank	CSO	Academia	Media	Other
The right direction	71.4%	84.0%	81.8%	46.2%	75.0%	70.8%	87.5%	78.6%	66.7%	64.7%
The wrong direction	14.3%	0.0%	9.1%	15.4%	8.3%	16.7%	0.0%	0.0%	0.0%	5.9%
Not sure	14.3%	16.0%	9.1%	38.5%	16.7%	12.5%	12.5%	21.4%	33.3%	29.4%

¹⁶ Only 146 respondents provided information about their current positions. Therefore, only these respondents were included in the across-stakeholder analysis presented in this appendix.

¹⁷ Includes the following categories: Office of Parliamentarian (N=2), Local Government Office or Staff (N=4), Public-Private Partnership (N=2), and Other (9).

**A. Overall Context (continued)**

Listed below are a number of development priorities in Uruguay. Please identify which of the following you consider the most important development priorities in Uruguay. (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of the President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Social protection*	0.0%	4.0%	0.0%	15.4%	50.0%	16.7%	12.5%	14.3%	20.0%	11.8%
Gender equity	0.0%	4.0%	0.0%	7.7%	16.7%	0.0%	12.5%	0.0%	6.7%	5.9%
Private sector development	42.9%	24.0%	9.1%	30.8%	16.7%	41.7%	37.5%	42.9%	33.3%	17.6%
Education*	28.6%	48.0%	90.9%	69.2%	66.7%	83.3%	37.5%	78.6%	80.0%	58.8%
Public sector governance/reform	14.3%	32.0%	36.4%	15.4%	25.0%	45.8%	37.5%	14.3%	6.7%	17.6%
Global/regional integration	0.0%	4.0%	27.3%	7.7%	8.3%	25.0%	12.5%	7.1%	0.0%	11.8%
Urban development	0.0%	4.0%	0.0%	0.0%	8.3%	4.2%	12.5%	0.0%	0.0%	11.8%
Energy	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Water and sanitation*	14.3%	0.0%	0.0%	15.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Job creation/employment	14.3%	40.0%	27.3%	23.1%	16.7%	20.8%	37.5%	21.4%	53.3%	41.2%
Health	14.3%	4.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%
Financial markets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	5.9%
Transport	0.0%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	7.1%	6.7%	0.0%
Agriculture and rural development	28.6%	4.0%	0.0%	7.7%	0.0%	4.2%	0.0%	14.3%	0.0%	5.9%
Trade and exports	14.3%	8.0%	0.0%	0.0%	0.0%	4.2%	12.5%	7.1%	0.0%	5.9%
Crime and violence	0.0%	16.0%	54.5%	38.5%	0.0%	20.8%	25.0%	21.4%	26.7%	17.6%
Natural resources management*	42.9%	24.0%	0.0%	0.0%	8.3%	0.0%	0.0%	14.3%	6.7%	0.0%
Climate change	0.0%	16.0%	0.0%	15.4%	8.3%	0.0%	0.0%	0.0%	0.0%	11.8%
Poverty reduction	28.6%	0.0%	0.0%	7.7%	0.0%	8.3%	12.5%	7.1%	20.0%	5.9%
Anti-corruption	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Economic growth	28.6%	32.0%	27.3%	23.1%	16.7%	8.3%	25.0%	21.4%	13.3%	29.4%
Equality of opportunity	0.0%	16.0%	9.1%	15.4%	33.3%	8.3%	25.0%	7.1%	20.0%	17.6%
Infrastructure development	28.6%	16.0%	0.0%	0.0%	25.0%	4.2%	0.0%	7.1%	6.7%	11.8%

*Significantly different between stakeholder groups



A. Overall Context (continued)

When economic and/or social reform efforts fail or are slow to take place in Uruguay, which of the following would you attribute this to? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of the President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Political pressures and obstacles	14.3%	48.0%	54.5%	25.0%	36.4%	62.5%	37.5%	57.1%	60.0%	37.5%
Inadequate level of private sector participation	28.6%	12.0%	9.1%	16.7%	9.1%	8.3%	25.0%	28.6%	26.7%	12.5%
Inadequate level of citizen/civil society participation*	28.6%	8.0%	0.0%	16.7%	18.2%	4.2%	50.0%	21.4%	0.0%	18.8%
Inadequate level of donor coordination	14.3%	4.0%	0.0%	0.0%	0.0%	4.2%	0.0%	7.1%	0.0%	12.5%
Reforms are not well thought out in light of country challenges	14.3%	40.0%	27.3%	25.0%	18.2%	20.8%	0.0%	28.6%	33.3%	12.5%
Poor coordination within the government	28.6%	36.0%	36.4%	16.7%	45.5%	33.3%	0.0%	14.3%	26.7%	6.3%
Inadequate level of government accountability	0.0%	0.0%	9.1%	0.0%	18.2%	12.5%	25.0%	7.1%	0.0%	0.0%
Inadequate level of capacity in the government	28.6%	28.0%	27.3%	41.7%	36.4%	37.5%	50.0%	21.4%	20.0%	43.8%
Corruption	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Private sector involvement and/or influence	0.0%	4.0%	0.0%	8.3%	9.1%	4.2%	0.0%	7.1%	20.0%	12.5%
Other	28.6%	4.0%	18.2%	25.0%	9.1%	8.3%	0.0%	0.0%	6.7%	31.3%

*Significantly different between stakeholder groups

	Office of the President/Prime Minister/Minister		Employee of a Ministry/ PMU/Consultant on WBG Project		Independent Government Institution		State-Owned Enterprise		Bilateral/ Multilateral Agency		Private Sector/ Financial Sector/ Private Bank		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent do you trust the World Bank Group to do what is right?*	7	5.29	23	8.22	10	7.30	11	6.64	11	6.55	22	7.00	7	7.57	14	7.29	15	6.47	15	6.93

(1-To no degree at all, 10-To a very significant degree) *Significantly different between stakeholder groups

**B. Overall Attitudes Toward the World Bank Group****How familiar are you with the work of these organizations in Uruguay?** (1-Not familiar at all, 10-Extremely familiar)

	Office of the President/Prime Minister/Minister		Employee of a Ministry/PMU/Consultant on WBG Project		Independent Government Institution		State-Owned Enterprise		Bilateral/Multilateral Agency		Private Sector/Financial Sector/Private Bank		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
World Bank Group (WBG)*	6	7.33	24	7.71	11	6.00	12	5.58	11	5.18	23	6.57	8	6.00	14	7.00	14	6.79	16	7.38
Inter-American Development Bank (IDB/BID)	6	8.00	24	7.17	11	7.27	12	6.25	11	7.00	23	7.09	8	6.75	13	7.15	14	6.64	16	7.81
Latin American Development Bank (CAF)	6	7.17	24	6.38	11	6.55	12	6.00	11	5.45	23	6.78	8	6.38	13	6.46	14	6.57	15	7.00

*Significantly different between stakeholder groups

To what extent do you agree/disagree with the following statements about the World Bank Group's work in Uruguay? (1-Strongly disagree, 10-Strongly agree)

	Office of the President/Prime Minister/Minister		Employee of a Ministry/PMU/Consultant on WBG Project		Independent Government Institution		State-Owned Enterprise		Bilateral/Multilateral Agency		Private Sector/Financial Sector/Private Bank		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall the World Bank Group currently plays a relevant role in development in Uruguay*	5	5.80	23	8.04	8	7.13	7	6.86	10	6.00	22	6.82	7	7.14	12	7.25	15	6.47	15	7.47
The World Bank Group's work is aligned with what I consider the development priorities for Uruguay*	6	5.67	21	8.10	7	7.00	7	7.00	10	7.50	21	6.71	7	7.00	11	7.27	14	6.29	15	7.20

*Significantly different between stakeholder groups

**B. Overall Attitudes Toward the World Bank Group (continued)**

Overall, please rate your impression of the effectiveness of these organizations in Uruguay. (1-Not effective at all, 10-Very effective)

	Office of the President/Prime Minister/Minister		Employee of a Ministry/PMU/Consultant on WBG Project		Independent Government Institution		State-Owned Enterprise		Bilateral/Multilateral Agency		Private Sector/Financial Sector/Private Bank		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
World Bank Group (WBG)*	6	6.00	21	8.14	8	7.25	10	6.50	7	6.43	21	6.71	7	7.57	12	7.42	14	6.43	15	7.27
Inter-American Development Bank (IDB/BID)*	6	7.00	21	8.05	10	7.70	10	6.90	10	7.20	21	6.90	8	7.13	13	7.46	14	6.14	15	7.93
Latin American Development Bank (CAF)	4	6.50	17	7.53	9	7.33	9	7.33	8	6.25	21	6.52	8	6.88	11	6.82	14	6.50	14	7.14

*Significantly different between stakeholder groups

	Office of the President/Prime Minister/Minister		Employee of a Ministry/PMU/Consultant on WBG Project		Independent Government Institution		State-Owned Enterprise		Bilateral/Multilateral Agency		Private Sector/Financial Sector/Private Bank		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent does the World Bank Group's work help to achieve development results in Uruguay?*	6	5.83	23	7.87	9	6.67	8	6.88	7	6.29	21	6.67	6	7.17	13	7.23	13	6.08	14	7.43

(1-To no degree at all, 10-To a very significant degree) *Significantly different between stakeholder groups

	Office of the President/Prime Minister/Minister		Employee of a Ministry/PMU/Consultant on WBG Project		Independent Government Institution		State-Owned Enterprise		Bilateral/Multilateral Agency		Private Sector/Financial Sector/Private Bank		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
To what extent does the World Bank Group influence the development agenda in Uruguay?	5	5.80	24	7.46	9	6.33	7	7.29	8	6.00	22	6.36	6	7.17	12	7.00	12	6.00	14	6.43

(1-To no degree at all, 10-To a very significant degree)

**B. Overall Attitudes Toward the World Bank Group (continued)**

When thinking about how the World Bank Group can have the most impact on development results in Uruguay, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Uruguay? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Office of the President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Energy	0.0%	4.2%	0.0%	0.0%	0.0%	4.3%	0.0%	0.0%	6.7%	6.7%
Water and sanitation	0.0%	8.3%	0.0%	18.2%	9.1%	0.0%	0.0%	0.0%	6.7%	0.0%
Job creation/employment	16.7%	20.8%	27.3%	45.5%	27.3%	30.4%	14.3%	7.1%	53.3%	13.3%
Health	16.7%	4.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%
Financial markets	0.0%	4.2%	0.0%	0.0%	0.0%	8.7%	0.0%	14.3%	13.3%	6.7%
Social protection	0.0%	0.0%	18.2%	18.2%	36.4%	8.7%	14.3%	14.3%	20.0%	13.3%
Gender equity	0.0%	4.2%	9.1%	18.2%	9.1%	0.0%	14.3%	0.0%	13.3%	0.0%
Private sector development	33.3%	20.8%	18.2%	27.3%	18.2%	39.1%	14.3%	35.7%	40.0%	20.0%
Education	16.7%	33.3%	72.7%	45.5%	63.6%	73.9%	71.4%	57.1%	40.0%	46.7%
Public sector governance/reform	33.3%	29.2%	45.5%	18.2%	27.3%	26.1%	57.1%	28.6%	13.3%	13.3%
Global/regional integration	0.0%	4.2%	0.0%	0.0%	9.1%	13.0%	14.3%	7.1%	6.7%	13.3%
Urban development	0.0%	8.3%	9.1%	0.0%	0.0%	4.3%	14.3%	7.1%	0.0%	13.3%
Economic growth	16.7%	33.3%	18.2%	9.1%	9.1%	13.0%	0.0%	21.4%	0.0%	13.3%
Equality of opportunity	0.0%	12.5%	18.2%	18.2%	9.1%	8.7%	28.6%	7.1%	6.7%	6.7%
Transport	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%
Agriculture and rural development*	16.7%	4.2%	0.0%	0.0%	0.0%	8.7%	0.0%	28.6%	0.0%	0.0%
Trade and exports	0.0%	4.2%	0.0%	9.1%	0.0%	4.3%	14.3%	7.1%	0.0%	13.3%
Crime and violence	0.0%	4.2%	18.2%	18.2%	0.0%	4.3%	0.0%	7.1%	20.0%	0.0%
Natural resource management	0.0%	25.0%	9.1%	0.0%	18.2%	0.0%	0.0%	14.3%	6.7%	0.0%
Climate change*	16.7%	29.2%	0.0%	36.4%	9.1%	0.0%	0.0%	0.0%	6.7%	33.3%
Poverty reduction	33.3%	12.5%	0.0%	18.2%	9.1%	13.0%	14.3%	14.3%	20.0%	26.7%
Anti-corruption*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%
Infrastructure development	50.0%	16.7%	18.2%	0.0%	27.3%	8.7%	14.3%	7.1%	13.3%	26.7%

*Significantly different between stakeholder groups

**C. World Bank Group's Work and Engagement on the Ground**

To what extent is the World Bank Group an effective development partner in Uruguay, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)

	Office of the President/Prime Minister/Minister		Employee of a Ministry/ PMU/Consultant on WBG Project		Independent Government Institution		State-Owned Enterprise		Bilateral/ Multilateral Agency		Private Sector/ Financial Sector/ Private Bank		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Responsiveness to needs	5	5.80	22	7.82	8	6.88	7	7.00	7	6.57	19	6.74	6	6.50	9	7.33	12	5.92	14	6.71
Flexibility (in terms of the institution's products and services)	6	5.83	22	6.95	6	6.17	8	6.25	6	4.83	18	5.78	6	6.00	10	7.10	11	6.18	14	5.50
Flexibility (in terms of changing country circumstances)*	5	5.20	22	7.23	6	6.50	7	6.86	6	5.00	18	5.83	6	5.83	10	7.20	13	6.31	14	5.64
Being inclusive	4	4.50	19	7.16	7	6.86	6	6.67	6	5.33	19	6.79	5	6.00	10	7.20	13	6.31	13	6.54
Openness (sharing data and other information)	6	6.67	22	7.82	7	7.43	7	7.57	8	6.38	19	7.37	5	6.20	10	8.20	15	6.60	14	7.29
Collaboration with the Government*	5	7.60	22	8.36	7	7.43	7	8.00	7	6.43	19	7.53	5	6.60	10	8.60	14	6.71	14	7.29
The speed in which it gets things accomplished on the ground	5	5.00	20	6.75	6	6.50	6	5.50	7	5.57	19	5.58	6	6.00	9	7.22	10	4.60	14	5.79
Helping to bring discipline/effective supervision to implementation of investment projects*	5	6.40	21	7.57	6	7.00	7	7.29	6	5.50	19	6.47	5	7.40	9	8.11	12	5.33	14	6.64
Collaboration with civil society*	4	4.00	17	7.35	5	6.00	7	6.14	7	5.43	19	6.37	6	6.33	8	6.75	11	5.09	12	5.67
Staff accessibility	6	7.33	21	8.10	6	8.00	6	7.83	7	5.43	19	7.53	6	7.17	10	8.00	14	6.93	13	7.62
Collaboration with other donors and development partners	3	5.33	16	7.56	5	6.60	5	7.00	8	5.75	17	6.76	5	6.80	9	7.44	9	5.78	11	7.55
Collaboration with the private sector	3	4.67	13	7.23	6	6.67	4	6.50	5	5.80	19	5.79	6	7.00	10	7.00	11	5.73	10	5.30
Straightforwardness and honesty	5	7.80	22	8.64	6	8.50	6	8.33	7	7.29	19	8.26	7	8.14	9	8.22	12	7.50	14	7.71
Treating clients and stakeholders in Uruguay with respect	5	7.60	21	8.95	7	9.00	8	8.88	7	7.71	18	8.22	7	8.14	9	8.78	13	7.54	13	8.38
Being a long-term partner	5	6.20	23	8.74	9	8.44	7	8.14	7	7.86	16	8.06	6	7.50	10	8.50	12	7.42	12	8.42

*Significantly different between stakeholder groups

**C. World Bank Group's Work and Engagement on the Ground (continued)****To what extent do you agree/disagree with the following statements? (1- Strongly disagree, 10- Strongly agree)**

	Office of the President/Prime Minister/Minister		Employee of a Ministry/ PMU/Consultant on WBG Project		Independent Government Institution		State-Owned Enterprise		Bilateral/ Multilateral Agency		Private Sector/ Financial Sector/ Private Bank		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank Group takes decisions quickly in Uruguay	5	5.40	22	7.59	6	7.00	6	6.33	4	7.00	18	5.78	4	6.75	7	7.43	12	5.92	13	5.92
Where country systems are adequate, the World Bank Group makes appropriate use of them	4	7.50	16	7.63	5	6.80	6	6.50	4	7.50	10	6.40	4	7.00	8	7.50	10	7.10	11	6.91

To what extent do you agree/disagree with the following statements about the World Bank Group in Uruguay? (1- Strongly disagree, 10- Strongly agree)

	Office of the President/Prime Minister/Minister		Employee of a Ministry/ PMU/Consultant on WBG Project		Independent Government Institution		State-Owned Enterprise		Bilateral/ Multilateral Agency		Private Sector/ Financial Sector/ Private Bank		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
The World Bank Group's financial instruments meet the needs of Uruguay	5	5.40	21	7.57	7	7.14	8	7.00	6	7.00	20	6.30	6	6.50	10	7.40	13	5.85	13	6.46
The World Bank Group meets Uruguay's needs for knowledge services	5	5.20	20	7.65	7	7.57	8	6.75	9	7.33	20	6.50	7	6.57	12	7.17	15	6.40	15	7.13

From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?*

Percentage of Respondents	Office of the President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Increased its emphasis recently	25.0%	8.3%	0.0%	0.0%	9.1%	13.6%	28.6%	7.1%	6.7%	26.7%
Decreased its emphasis recently	50.0%	0.0%	0.0%	0.0%	0.0%	4.5%	14.3%	21.4%	13.3%	6.7%
Emphasis has remained pretty consistent over time	0.0%	45.8%	36.4%	27.3%	18.2%	50.0%	28.6%	28.6%	53.3%	20.0%
Don't know	25.0%	45.8%	63.6%	72.7%	72.7%	31.8%	28.6%	42.9%	26.7%	46.7%

*Significantly different between stakeholder groups



E. World Bank Group's Knowledge Work and Activities

How frequently do you consult World Bank Group's knowledge work and activities in the work you do?

Percentage of Respondents	Office of the President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Weekly	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	0.0%	7.1%	26.7%	13.3%
Monthly	16.7%	8.3%	9.1%	9.1%	18.2%	8.7%	0.0%	14.3%	20.0%	0.0%
A few times a year	66.7%	66.7%	45.5%	27.3%	36.4%	56.5%	71.4%	57.1%	33.3%	60.0%
Rarely	16.7%	25.0%	45.5%	54.5%	45.5%	21.7%	28.6%	21.4%	20.0%	26.7%
Never	0.0%	0.0%	0.0%	9.1%	0.0%	8.7%	0.0%	0.0%	0.0%	0.0%

In Uruguay, to what extent do you believe that the World Bank Group's knowledge work and activities:

	Office of the President/Prime Minister/Minister		Employee of a Ministry/ PMU/Consultant on WBG Project		Independent Government Institution		State-Owned Enterprise		Bilateral/ Multilateral Agency		Private Sector/ Financial Sector/ Private Bank		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
are adaptable to Uruguay's specific development challenges and country circumstances	5	5.20	23	7.61	8	7.50	8	6.50	7	7.29	18	6.72	6	6.50	10	7.40	13	6.00	14	6.57

(1-To no degree at all, 10-To a very significant degree)

	Office of the President/Prime Minister/Minister		Employee of a Ministry/ PMU/Consultant on WBG Project		Independent Government Institution		State-Owned Enterprise		Bilateral/ Multilateral Agency		Private Sector/ Financial Sector/ Private Bank		CSO		Academia		Media		Other	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?*	6	6.17	21	8.10	9	6.33	7	7.00	6	6.67	19	5.95	6	7.17	12	7.00	13	6.00	14	6.79
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	5	6.20	23	8.17	9	8.11	8	8.25	10	7.50	20	7.35	7	8.14	12	7.75	15	6.93	13	7.85

(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality) *Significantly different between stakeholder groups

**F. The Future Role of The World Bank Group in Uruguay**

Which of the following SHOULD the World Bank Group do to make itself of greater value in Uruguay? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of the President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Offer more innovative knowledge products and services	33.3%	26.1%	10.0%	40.0%	45.5%	21.7%	0.0%	30.8%	20.0%	13.3%
Collaborate more effectively with Government clients	33.3%	17.4%	40.0%	0.0%	9.1%	17.4%	14.3%	15.4%	0.0%	26.7%
Work faster*	0.0%	8.7%	30.0%	10.0%	0.0%	4.3%	0.0%	7.7%	33.3%	6.7%
Reduce the complexity of obtaining World Bank Group financing	16.7%	13.0%	10.0%	40.0%	0.0%	17.4%	14.3%	30.8%	13.3%	26.7%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN*	0.0%	4.3%	0.0%	10.0%	45.5%	0.0%	0.0%	7.7%	6.7%	13.3%
Offer more innovative financial products and services	0.0%	17.4%	10.0%	20.0%	9.1%	8.7%	14.3%	23.1%	0.0%	13.3%
Ensure greater selectivity in its work	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Provide more adequate data/knowledge/statistics/figures on Uruguay's economy	16.7%	8.7%	0.0%	10.0%	18.2%	17.4%	0.0%	0.0%	6.7%	13.3%
Engage more effectively with civil society*	16.7%	0.0%	10.0%	10.0%	9.1%	13.0%	71.4%	0.0%	20.0%	20.0%
Increase the level of capacity development in the country	66.7%	47.8%	50.0%	30.0%	27.3%	17.4%	28.6%	38.5%	46.7%	40.0%
Engage more directly with beneficiaries	0.0%	17.4%	10.0%	0.0%	9.1%	8.7%	14.3%	30.8%	20.0%	20.0%
Improve the quality of its experts as related to Uruguay's specific challenges	0.0%	13.0%	20.0%	0.0%	9.1%	4.3%	0.0%	0.0%	6.7%	0.0%
Engage more effectively with private sector*	16.7%	8.7%	0.0%	10.0%	0.0%	52.2%	42.9%	15.4%	20.0%	6.7%
Other	0.0%	0.0%	0.0%	10.0%	0.0%	8.7%	0.0%	0.0%	0.0%	0.0%

*Significantly different between stakeholder groups

**F. The Future Role of The World Bank Group in Uruguay (continued)**

In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country?
(Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of the President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Beneficiaries	0.0%	20.8%	18.2%	0.0%	9.1%	17.4%	0.0%	0.0%	6.7%	26.7%
Youth/university groups	16.7%	16.7%	18.2%	30.0%	9.1%	8.7%	14.3%	7.1%	33.3%	6.7%
Private sector*	33.3%	29.2%	9.1%	30.0%	18.2%	78.3%	42.9%	64.3%	53.3%	33.3%
Local government*	33.3%	20.8%	36.4%	30.0%	54.5%	17.4%	14.3%	14.3%	0.0%	66.7%
Donor community	0.0%	12.5%	0.0%	0.0%	18.2%	0.0%	0.0%	0.0%	0.0%	0.0%
NGOs/Community Based Organizations*	16.7%	16.7%	9.1%	20.0%	36.4%	13.0%	71.4%	7.1%	33.3%	0.0%
Academia/think tanks/research institutes	50.0%	37.5%	63.6%	50.0%	45.5%	43.5%	28.6%	71.4%	26.7%	46.7%
Parliament	0.0%	0.0%	18.2%	0.0%	0.0%	4.3%	0.0%	0.0%	6.7%	6.7%
Foundations	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	7.1%	0.0%	0.0%
Media*	0.0%	12.5%	0.0%	0.0%	9.1%	0.0%	14.3%	0.0%	40.0%	0.0%
Other	16.7%	0.0%	9.1%	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%
Don't know	16.7%	12.5%	9.1%	20.0%	0.0%	4.3%	0.0%	7.1%	0.0%	0.0%

*Significantly different between stakeholder groups

G. Communication and Information Sharing

How frequently do you interact with the World Bank Group now in Uruguay?

Percentage of Respondents	Office of the President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Never	0.0%	12.5%	0.0%	20.0%	0.0%	8.7%	0.0%	14.3%	6.7%	13.3%
Less than once a year	0.0%	8.3%	27.3%	20.0%	27.3%	30.4%	14.3%	7.1%	6.7%	33.3%
Once a year to a few times a year	66.7%	50.0%	63.6%	30.0%	45.5%	47.8%	71.4%	71.4%	53.3%	40.0%
Less than once a month	0.0%	0.0%	9.1%	0.0%	18.2%	4.3%	14.3%	0.0%	6.7%	0.0%
At least once a month	33.3%	25.0%	0.0%	10.0%	9.1%	8.7%	0.0%	7.1%	13.3%	6.7%
At least once a week	0.0%	4.2%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	13.3%	6.7%

**G. Communication and Information Sharing (continued)****How do you get most of your information about economic and social development issues in Uruguay? (Choose no more than TWO)**

Percentage of Respondents (Responses combined)	Office of the President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Local radio	0.0%	12.5%	9.1%	10.0%	9.1%	8.7%	14.3%	0.0%	26.7%	6.7%
International radio	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Social media	0.0%	20.8%	45.5%	10.0%	27.3%	17.4%	28.6%	14.3%	20.0%	6.7%
International newspapers	0.0%	4.2%	0.0%	10.0%	18.2%	13.0%	28.6%	0.0%	6.7%	6.7%
Local television	33.3%	12.5%	0.0%	30.0%	9.1%	13.0%	0.0%	7.1%	0.0%	6.7%
Internet	50.0%	62.5%	72.7%	70.0%	54.5%	73.9%	57.1%	78.6%	46.7%	80.0%
Periodicals	0.0%	29.2%	27.3%	50.0%	36.4%	39.1%	42.9%	35.7%	33.3%	66.7%
International television	0.0%	4.2%	0.0%	10.0%	0.0%	13.0%	14.3%	0.0%	0.0%	0.0%
Local newspapers*	66.7%	25.0%	36.4%	0.0%	18.2%	17.4%	0.0%	57.1%	53.3%	6.7%
Other	16.7%	8.3%	9.1%	10.0%	18.2%	0.0%	0.0%	0.0%	6.7%	13.3%

*Significantly different between stakeholder groups

How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of the President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
World Bank Group's publications and other written materials	16.7%	29.2%	27.3%	30.0%	18.2%	21.7%	14.3%	46.2%	26.7%	20.0%
e-Newsletters	66.7%	50.0%	9.1%	70.0%	45.5%	30.4%	42.9%	30.8%	46.7%	40.0%
World Bank Group's seminars/workshops/confere nces	66.7%	37.5%	36.4%	30.0%	36.4%	17.4%	71.4%	30.8%	26.7%	46.7%
World Bank Group's website*	0.0%	8.3%	36.4%	10.0%	18.2%	47.8%	14.3%	46.2%	13.3%	26.7%
Direct contact with World Bank Group	16.7%	33.3%	27.3%	0.0%	36.4%	34.8%	28.6%	23.1%	26.7%	40.0%
Social media	0.0%	8.3%	27.3%	20.0%	9.1%	4.3%	28.6%	0.0%	13.3%	0.0%
Webinars or online events hosted by the World Bank Group	0.0%	20.8%	36.4%	40.0%	27.3%	21.7%	0.0%	23.1%	20.0%	13.3%

*Significantly different between stakeholder groups



H. Background Information

Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, MIGA, ICSID) in your country?*

Percentage of Respondents	Office of the President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Yes	28.6%	56.0%	27.3%	30.8%	33.3%	16.7%	12.5%	21.4%	6.7%	11.8%
No	71.4%	44.0%	72.7%	69.2%	66.7%	83.3%	87.5%	78.6%	93.3%	88.2%

*Significantly different between stakeholder groups

If yes, which of the following agencies of the World Bank Group do you primarily collaborate/ work with in Uruguay? (Select only ONE response)

Percentage of Respondents	Office of the President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
IBRD	100.0%	100.0%	100.0%	100.0%	100.0%	75.0%	100.0%	100.0%	100.0%	100.0%
IFC	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%
MIGA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
ICSID	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Which of the following describes most of your exposure to the World Bank Group in Uruguay? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Office of the President/Prime Minister/Minister	Employee of a Ministry/ PMU/Consultant on WBG Project	Independent Government Institution	State-Owned Enterprise	Bilateral/ Multilateral Agency	Private Sector/ Financial Sector/ Private Bank	CSO	Academia	Media	Other
Observer	0.0%	20.8%	18.2%	16.7%	25.0%	29.2%	25.0%	28.6%	33.3%	6.3%
Use World Bank Group reports/data*	16.7%	20.8%	27.3%	16.7%	41.7%	41.7%	50.0%	42.9%	73.3%	68.8%
Engage in World Bank Group related/sponsored events/activities*	83.3%	41.7%	36.4%	25.0%	16.7%	54.2%	50.0%	28.6%	13.3%	62.5%
Collaborate as part of my professional duties*	33.3%	41.7%	18.2%	41.7%	41.7%	12.5%	0.0%	35.7%	6.7%	6.3%
Use World Bank Group website for information, data, research, etc.	0.0%	25.0%	54.5%	25.0%	8.3%	16.7%	25.0%	35.7%	26.7%	43.8%

*Significantly different between stakeholder groups



Appendix C: Responses to Selected Questions by Level of Collaboration with the World Bank Group¹⁸

Note that this appendix presents comparative analysis of the data from those respondents who collaborate with the WBG vs. those respondents who do not collaborate with the WBG and covers the following selected questions from the FY20 Uruguay COS questionnaire: All 10-point scale questions and questions B7, B9, B10, and F1.

- Collaborating with the WBG, FY20 N=38 ● Not collaborating with the WBG, FY20 N=108

A. Overall Context

To what extent do you trust each of the following groups to do what is right?

(1-To no degree at all, 10-To a very significant degree)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The national government*	33	7.48	1.44	101	6.57	1.97
Bilateral organizations	32	6.72	1.28	86	6.31	1.65
The World Bank Group	34	7.35	1.39	101	6.97	1.75
The International Monetary Fund	33	5.45	2.11	100	5.70	2.32
The United Nations (UN)	34	7.00	1.65	99	6.77	1.78
Regional development banks	35	7.29	1.38	97	7.06	1.67
Uruguay's Central Bank	37	7.78	1.69	99	7.26	1.85
International private sector	33	6.18	1.69	88	5.77	1.98
Domestic private sector	35	6.40	1.63	101	5.98	1.97
International civil society	33	6.55	1.52	83	5.93	1.86
Domestic civil society	33	6.67	1.55	95	6.37	1.65
Faith-based institutions	26	5.08	2.02	76	4.84	2.26
Domestic traditional media and their web presence	36	5.61	2.07	104	5.28	2.22
International media and their web presence	35	5.80	1.78	97	5.42	1.95
Web based media	34	5.35	2.39	98	5.24	2.04

*Significantly different between collaborators and non-collaborators

B. Overall Attitudes Toward the World Bank Group

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Uruguay?*	37	7.65	1.55	102	6.33	2.17

(1-Not familiar at all, 10-Extremely familiar) *Significantly different between collaborators and non-collaborators

¹⁸ Only 146 respondents provided information about their level of collaboration with the World Bank Group (question H3 in the questionnaire). Therefore, only these respondents were included in the analysis presented in this appendix.

**B. Overall Attitudes Toward the World Bank Group (continued)****To what extent do you agree/disagree with the following statements about the World Bank Group's work in Uruguay?***(1-Strongly disagree, 10-Strongly agree)*

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Uruguay	35	7.54	1.48	89	6.87	1.85
The World Bank Group's work is aligned with what I consider the development priorities for Uruguay*	35	7.74	1.46	84	6.81	1.75

**Significantly different between collaborators and non-collaborators*

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Uruguay.*	33	7.73	1.44	88	6.84	1.74

*(1-Not effective at all, 10-Very effective) *Significantly different between collaborators and non-collaborators*

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Uruguay?*	33	7.48	1.35	87	6.76	1.66

*(1-To no degree at all, 10-To a very significant degree) *Significantly different between collaborators and non-collaborators*

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Uruguay?	35	7.03	1.40	84	6.51	1.62

*(1-To no degree at all, 10-To a very significant degree)***To what extent do you believe that the World Bank Group's work and support help the poorest in Uruguay?*****(Select only ONE response)**

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
To a fully sufficient degree	5.4%	1.0%
To a somewhat sufficient degree	56.8%	25.5%
To a somewhat insufficient degree	8.1%	27.5%
To a very insufficient degree	5.4%	10.8%
Don't know	24.3%	35.3%

**Significantly different between collaborators and non-collaborators*

**B. Overall Attitudes Toward the World Bank Group (continued)**

Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Uruguay?

(Choose no more than TWO)

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Not willing to honestly criticize Government policies and reform	8.1%	9.0%
Staff too inaccessible	0.0%	3.0%
Not collaborating enough with private sector	10.8%	14.0%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	8.1%	7.0%
Not aligned with country priorities	8.1%	2.0%
Not adequately sensitive to political/social realities in Uruguay	8.1%	6.0%
Too influenced by developed countries	5.4%	14.0%
World Bank Group's processes too slow (e.g., too bureaucratic in its operational policies and procedures)	24.3%	13.0%
World Bank Group's processes too complex	8.1%	11.0%
Not adequately flexible	10.8%	9.0%
Not sufficiently focused on sustainable results	2.7%	6.0%
Not collaborating enough with civil society (e.g., NGOs, CBOs)	2.7%	11.0%
Not enough public disclosure of its work*	35.1%	18.0%
Arrogant in its approach	0.0%	1.0%
Inadequate World Bank Group's staffing in Uruguay	0.0%	2.0%
Not innovative enough in addressing local challenges (e.g., simply replicating other countries' experiences)	21.6%	13.0%
Other	5.4%	1.0%
Don't know	10.8%	23.0%

*Significantly different between collaborators and non-collaborators



B. Overall Attitudes Toward the World Bank Group (continued)

When thinking about how the World Bank Group can have the most impact on development results in Uruguay, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Uruguay? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Energy	2.7%	3.0%
Water and sanitation	8.1%	3.0%
Job creation/employment	21.6%	28.0%
Health	0.0%	3.0%
Financial markets	8.1%	5.0%
Social protection	5.4%	16.0%
Gender equity	5.4%	6.0%
Private sector development	29.7%	27.0%
Education	45.9%	55.0%
Public sector governance/reform*	40.5%	22.0%
Global/regional integration	2.7%	9.0%
Urban development	5.4%	6.0%
Economic growth	24.3%	12.0%
Equality of opportunity	13.5%	10.0%
Transport	2.7%	0.0%
Agriculture and rural development	5.4%	6.0%
Trade and exports	8.1%	4.0%
Crime and violence (i.e., citizen security)	10.8%	6.0%
Natural resource management	13.5%	7.0%
Climate change (e.g., mitigation, adaptation)	16.2%	13.0%
Poverty reduction	10.8%	17.0%
Anti-corruption	0.0%	1.0%
Infrastructure development	13.5%	17.0%

*Significantly different between collaborators and non-collaborators

C. World Bank Group's Work and Engagement on the Ground

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Uruguay solve its most complicated development challenges?*	32	7.63	1.52	78	7.33	1.73

(1-To no degree at all, 10-To a very significant degree) *Significantly different between collaborators and non-collaborators

**C. World Bank Group's Work and Engagement on the Ground (continued)****To what extent is the World Bank Group an effective development partner in Uruguay, in terms of each of the following?***(1-To no degree at all, 10-To a very significant degree)*

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	31	7.26	1.44	81	6.73	1.70
Flexibility (in terms of the institution's products and services)	31	6.52	1.86	76	6.03	1.74
Flexibility (in terms of changing country circumstances)	31	6.71	1.92	76	6.14	1.82
Being inclusive	30	6.97	1.40	72	6.43	2.01
Openness (sharing data and other information)*	32	7.81	1.38	81	7.06	1.96
Collaboration with the Government*	32	8.09	1.28	78	7.36	1.63
The speed in which it gets things accomplished on the ground	31	6.35	1.62	71	5.75	2.03
Helping to bring discipline/effective supervision to implementation of investment projects*	31	7.42	1.59	73	6.53	2.12
Collaboration with civil society*	28	6.82	1.36	68	5.85	1.93
Staff accessibility	31	7.90	1.68	77	7.32	1.85
Collaboration with other donors and development partners	27	7.26	1.40	61	6.66	1.74
Collaboration with the private sector	25	6.64	1.78	62	6.05	1.70
Straightforwardness and honesty	33	8.06	1.50	74	8.12	1.57
Treating clients and stakeholders in Uruguay with respect	32	8.41	1.64	76	8.37	1.52
Being a long-term partner	32	8.38	1.48	75	8.01	1.73

Significantly different between collaborators and non-collaborators*To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)**

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly*	32	7.09	2.36	64	5.98	1.91
The World Bank Group effectively monitors and evaluates the projects and programs it supports	33	7.30	1.96	69	6.88	1.81
The World Bank Group's approvals and reviews are done in a timely fashion	33	7.09	1.79	62	6.61	1.96
The World Bank Group's Environmental and Social Framework requirements are reasonable	31	6.94	1.84	59	7.39	1.78
The World Bank Group's conditions on its lending are reasonable	25	6.96	1.95	69	7.06	1.77
The World Bank Group takes decisions quickly in Uruguay	31	6.90	1.99	66	6.35	2.13
Working with the World Bank Group increases Uruguay's institutional capacity	32	7.56	1.61	77	6.90	2.20
Where country systems are adequate, the World Bank Group makes appropriate use of them	30	7.17	2.05	48	7.06	1.98

**Significantly different between collaborators and non-collaborators*

**C. World Bank Group's Work and Engagement on the Ground (continued)****To what extent do you agree/disagree with the following statements about the World Bank Group in Uruguay?***(1- Strongly disagree, 10- Strongly agree)*

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Uruguay*	33	7.48	1.54	76	6.39	2.03
The World Bank Group meets Uruguay's needs for knowledge services	34	7.32	1.63	84	6.76	1.99

**Significantly different between collaborators and non-collaborators*

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that the donor community is doing enough to support the government's efforts related to migrants in Uruguay?*	23	5.96	1.36	58	4.91	2.03

*(1-To no degree at all, 10-To a very significant degree) *Significantly different between collaborators and non-collaborators***D. World Bank Group's Support in Development Areas****How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Uruguay? (1-Not effective at all, 10-Very effective)**

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Social protection	7	7.57	1.72	42	6.12	2.21
Private sector development*	17	7.00	1.66	48	5.77	1.84
Education	23	6.78	1.93	61	6.30	2.06
Public sector governance/reform	28	6.93	2.00	65	6.77	1.84
Global/regional integration	17	6.35	1.69	51	6.27	2.19
Water and sanitation	20	7.35	2.13	43	6.98	2.08
Agriculture	20	7.20	1.79	33	6.48	2.22
Trade and exports	14	6.50	1.22	38	6.26	2.10
Natural resource management*	23	7.52	1.81	33	6.27	2.23
Climate change*	25	7.60	1.68	46	6.59	2.02
Economic growth	22	7.23	1.69	65	6.69	1.86
Infrastructure development	23	7.57	1.90	57	7.32	1.87

**Significantly different between collaborators and non-collaborators*

**E. World Bank Group's Knowledge Work and Activities**

In Uruguay, to what extent do you believe that the World Bank Group's knowledge work and activities: (1- To no degree at all, 10- To a very significant degree)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Are timely	31	7.29	1.53	80	6.83	1.74
Include appropriate level of stakeholder involvement during preparation	28	7.04	1.57	79	6.76	1.90
Lead to practical solutions	30	6.83	1.62	83	6.47	1.74
Are source of relevant information on global good practices	32	7.56	1.44	87	7.37	1.75
Are adequately disseminated	34	6.21	2.10	88	6.13	2.27
Are translated enough into local language	30	6.87	1.66	77	6.90	2.37
Are adaptable to Uruguay's specific development challenges and country circumstances	30	6.93	1.53	82	6.83	1.89

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?*	31	7.32	1.62	82	6.57	1.70

(1- Not significant at all, 10- Very significant) *Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	36	7.67	1.24	86	7.67	1.60

(1- Very low technical quality, 10- Very high technical quality)

Which of the following SHOULD the World Bank Group do to make itself of greater value in Uruguay?

(Choose no more than TWO)

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Offer more innovative knowledge products and services	27.0%	22.9%
Collaborate more effectively with Government clients (e.g., national, state, local)	13.5%	17.7%
Work faster	10.8%	10.4%
Reduce the complexity of obtaining World Bank Group financing	13.5%	19.8%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	10.8%	7.3%
Offer more innovative financial products and services	16.2%	10.4%
Ensure greater selectivity in its work	0.0%	0.0%
Provide more adequate data/knowledge/statistics/figures on Uruguay's economy	16.2%	7.3%
Engage more effectively with civil society (e.g., NGOs, CBOs)*	2.7%	17.7%
Increase the level of capacity development in the country	45.9%	34.4%
Engage more directly with beneficiaries	8.1%	16.7%
Improve the quality of its experts as related to Uruguay's specific challenges	10.8%	4.2%
Engage more effectively with private sector*	8.1%	22.9%
Other	0.0%	3.1%

*Significantly different between collaborators and non-collaborators



Appendix D: Responses to Selected Questions by Year¹⁹

All data presented in this appendix are weighted. As a result, means of the FY 2020 data and the total number of respondents indicated will be slightly different from the aggregated responses in Appendix A. Similarly, responses from FY 2017 respondents and the total number of respondents indicated may differ from those reported in the FY 2017 COS report.

- FY 2017 Number of comparable respondents = 143
- FY 2020 Number of comparable respondents = 135

By weighting, the FY 2017 and FY 2020 samples have the same stakeholder composition and thus are comparable. The weighted percentage of a stakeholder group is determined by the extent to which the World Bank Group interacts with them in the country and the percentage this group usually makes up in the past aggregated annual global data. The weighted stakeholder breakdown is presented below:

Percentage of Respondents	FY 2017	FY 2020
Office of the President/Prime Minister/Minister	7.5%	7.5%
Office of Parliamentarian	2.0%	2.0%
Government Institutions	35.5%	35.5%
Local Government	3.0%	3.0%
Bilateral/Multilateral Agency	10.5%	10.5%
Civil Society	5.0%	5.0%
Private Sector	18.0%	18.0%
Academia/Research Institute/Think Tank	11.0%	11.0%
Media	7.5%	7.5%

A. Overall Context

In general, would you say that Uruguay is headed in ... ?

Percentage of Respondents	FY 2017	FY 2020
The right direction	64.8%	72.6%
The wrong direction	14.1%	7.4%
Not sure	21.1%	20.0%

B. Overall Attitudes toward the World Bank Group

How familiar are you with the work of these organizations in Uruguay? (1-Not familiar at all, 10-Extremely familiar)

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)	143	6.44	2.24	129	6.64	2.09
Inter-American Development Bank (IDB/BID)	141	6.89	2.14	128	7.10	2.00
Latin American Development Bank (CAF)*	140	5.68	2.63	128	6.45	2.26

*Significantly different between FY2017 and FY2020

¹⁹ Only those questions that were asked in the FY 2017 and FY 2020 country opinion surveys, with similar response scales/options, are presented in this appendix.

**B. Overall Attitudes toward the World Bank Group (continued)**

To what extent do you agree/disagree with the following statements about the World Bank Group's work in Uruguay?
(1-Strongly disagree, 10-Strongly agree)

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Uruguay*	135	5.73	1.88	114	7.06	1.77
The World Bank Group's work is aligned with what I consider the development priorities for Uruguay*	130	6.48	1.77	110	7.11	1.73

*Significantly different between FY2017 and FY2020

Overall, please rate your impression of the effectiveness of these organizations in Uruguay. (1-Not effective at all, 10-Very effective)

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
World Bank Group (WBG)*	119	6.60	1.90	111	7.11	1.75
Inter-American Development Bank (IDB/BID)	123	6.92	1.77	119	7.32	1.48
Latin American Development Bank (CAF)	95	6.58	1.96	104	6.91	1.64

*Significantly different between FY2017 and FY2020

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Uruguay?*	120	6.26	1.53	111	6.96	1.65

(1-To no degree at all, 10-To a very significant degree) *Significantly different between FY2017 and FY2020

To what extent do you believe that the World Bank Group's work and support help the poorest in Uruguay?*
(Select only ONE response)

Percentage of Respondents	FY 2017	FY 2020
To a fully sufficient degree	3.5%	2.3%
To a somewhat sufficient degree	27.1%	34.4%
To a somewhat insufficient degree	43.1%	18.8%
To a very insufficient degree	5.6%	9.4%
Don't know	20.8%	35.2%

*Significantly different between FY2017 and FY2020

C. World Bank Group's Work and Engagement on the Ground

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Uruguay solve its most complicated development challenges?	118	7.75	1.67	101	7.42	1.75

(1-To no degree at all, 10-To a very significant degree)

**C. World Bank Group's Work and Engagement on the Ground (continued)**

To what extent is the World Bank Group an effective development partner in Uruguay, in terms of each of the following?
(1-To no degree at all, 10-To a very significant degree)

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	108	6.47	1.70	103	6.95	1.70
Flexibility (in terms of the institution's products and services)	106	6.02	1.71	98	6.26	1.84
Flexibility (in terms of changing country circumstances)	111	6.42	1.62	97	6.38	1.92
Being inclusive	96	6.31	1.55	92	6.61	1.94
Openness (sharing data and other information)	115	7.15	1.70	103	7.34	1.83
Collaboration with the Government	113	7.64	1.57	100	7.69	1.54
The speed in which it gets things accomplished on the ground	98	5.93	1.76	93	6.01	1.94
Helping to bring discipline/effective supervision to implementation of investment projects	87	6.65	2.11	94	6.90	1.99
Collaboration with civil society	90	5.99	1.95	86	6.15	1.88
Staff accessibility	110	7.11	2.08	99	7.53	1.76
Collaboration with other donors and development partners*	72	6.01	2.18	80	6.76	1.69
Collaboration with the private sector	78	5.90	2.13	77	6.29	1.74
Straightforwardness and honesty*	108	7.66	1.90	97	8.23	1.46
Treating clients and stakeholders in Uruguay with respect*	108	7.79	1.77	98	8.44	1.56
Being a long-term partner	108	7.88	1.80	98	8.14	1.74

*Significantly different between FY2017 and FY2020

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	75	6.73	2.09	87	6.45	2.22
The World Bank Group effectively monitors and evaluates the projects and programs it supports	90	7.26	1.76	93	7.08	1.90
The World Bank Group's approvals and reviews are done in a timely fashion	77	6.92	1.79	87	6.89	1.94
The World Bank Group's Environmental and Social Framework requirements are reasonable ⁱ	57	6.90	1.98	81	7.31	1.87
The World Bank Group's conditions on its lending are reasonable	74	7.06	1.77	84	7.09	1.89
The World Bank Group takes decisions quickly in Uruguay	72	6.36	2.09	88	6.60	2.12
Working with the World Bank Group increases Uruguay's institutional capacity	97	7.44	1.80	99	7.19	2.04
Where country systems are adequate, the World Bank Group makes appropriate use of them	56	7.32	1.97	69	7.22	2.04

ⁱ In FY 2017, the category was "The World Bank Group's 'Safeguard Policy' requirements are reasonable".

**C. World Bank Group's Work and Engagement on the Ground (continued)**

To what extent do you agree/disagree with the following statements about the World Bank Group in Uruguay?

(1-Strongly disagree, 10-Strongly agree)

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Uruguay	113	6.46	1.75	100	6.84	2.02
The World Bank Group meets Uruguay's needs for knowledge services*	120	6.28	1.62	107	7.00	1.98

*Significantly different between FY2017 and FY2020

D. World Bank Group's Support in Development Areas

How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Uruguay? (1-Not effective at all, 10-Very effective)

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
Social protection	36	6.69	2.19	41	6.56	2.17
Private sector development	54	6.48	2.30	56	6.10	1.95
Education	59	7.04	1.94	80	6.52	2.05
Public sector governance/reform	58	6.60	2.16	84	6.79	1.97
Global/regional integration	32	6.09	2.14	63	6.19	2.15
Water and sanitation	44	7.44	1.70	58	7.05	2.20
Agriculture ⁱ				48	6.71	2.21
Trade and exports	30	6.41	2.14	47	6.26	2.04
Natural resource management	25	6.87	1.90	52	6.86	2.25
Climate change	41	7.76	1.72	64	7.11	1.88
Economic growth	47	7.47	1.90	78	6.86	1.85
Infrastructure development	58	7.70	1.87	73	7.45	1.90

ⁱ Only FY 2020 questionnaire had this response option

E. The World Bank Group's Knowledge Work and Activities

How frequently do you consult World Bank Group's knowledge work and activities in the work you do?

Percentage of Respondents	FY 2017	FY 2020
Weekly	4.2%	4.7%
Monthly	13.3%	11.0%
A few times a year	55.9%	52.8%
Rarely	20.3%	29.1%
Never	6.3%	2.4%

**E. The World Bank Group's Knowledge Work and Activities (continued)**

In Uruguay, to what extent do you believe that the World Bank Group's knowledge work and activities:

(1-To no degree at all, 10-To a very significant degree)

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
Are timely	114	7.23	1.75	101	7.02	1.68
Include appropriate level of stakeholder involvement during preparation ⁱ				97	6.90	1.79
Lead to practical solutions	113	6.44	1.74	103	6.59	1.78
Are source of relevant information on global good practices ⁱ				109	7.41	1.71
Are adequately disseminated ⁱ				112	6.17	2.18
Are translated enough into local language	116	7.23	1.93	97	6.92	2.16
Are adaptable to Uruguay's specific development challenges and country circumstances	117	7.12	1.75	102	6.97	1.80

ⁱ Only FY 2020 questionnaire had this response option

	FY 2017			FY 2020		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	122	6.63	1.50	104	6.82	1.77
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	126	7.40	1.55	113	7.69	1.57

(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality)



Appendix E: Indicator Questions as a Function of Exposure to the World Bank Group

Indicator Question	Currently, do you professionally collaborate/work with the World Bank Group in your country?		Which of the following describes most of your exposure to the World Bank Group in Uruguay? (Choose no more than TWO)									
			Observer		Use WBG reports/data		Engage in WBG activities		Collaborate		Use WBG website	
	Not collaborating with the WBG	Collaborating with the WBG	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
To what extent do you trust the World Bank Group to do what is right?	6.97	7.35	7.29	6.46	7.12	7.11	6.94	7.38	7.09	7.19	6.96	7.56
Overall the World Bank Group currently plays a relevant role in development in Uruguay	6.87	7.54	7.32	6.35	7.03	7.24	6.86	7.45	7.10	7.18	7.09	7.21
The World Bank Group's work is aligned with what I consider the development priorities for Uruguay	6.81	7.74	7.32	6.41	7.21	7.06	7.06	7.25	6.94	7.79	7.13	7.19
Overall, please rate your impression of the World Bank Group's effectiveness in Uruguay.	6.84	7.73	7.33	6.54	7.06	7.29	6.94	7.42	7.14	7.20	7.12	7.24
To what extent does the World Bank Group's work help to achieve development results in Uruguay?	6.76	7.48	7.18	6.38	7.10	6.90	6.82	7.27	6.93	7.31	7.00	7.07
To what extent does the World Bank Group influence the development agenda in Uruguay?	6.51	7.03	6.83	6.33	6.74	6.71	6.66	6.82	6.70	6.82	6.74	6.69
Responsiveness to needs	6.73	7.26	7.09	6.14	7.00	6.80	6.82	7.02	6.80	7.26	6.87	7.04
Flexibility (in terms of the institution's products and services)	6.03	6.52	6.35	5.67	6.59	5.81	6.10	6.39	6.11	6.60	6.19	6.33
Flexibility (in terms of changing country circumstances)	6.14	6.71	6.48	5.74	6.55	6.09	6.12	6.63	6.28	6.56	6.37	6.26
Being inclusive	6.43	6.97	6.75	6.06	6.52	6.78	6.49	6.84	6.55	6.92	6.75	6.33
Openness (sharing data and other information)	7.06	7.81	7.38	6.95	7.25	7.37	6.97	7.77	7.26	7.44	7.38	7.10
Collaboration with the Government	7.36	8.09	7.78	6.75	7.58	7.60	7.48	7.73	7.46	7.96	7.60	7.56
The speed in which it gets things accomplished on the ground	5.75	6.35	6.16	5.06	6.21	5.64	5.79	6.19	5.81	6.40	5.96	5.96
Helping to bring discipline/effective supervision to implementation of investment projects	6.53	7.42	7.05	5.85	6.93	6.66	6.68	7.00	6.62	7.40	6.84	6.72
Collaboration with civil society	5.85	6.82	6.22	5.69	6.15	6.09	6.26	5.95	5.93	6.81	6.13	6.12
Staff accessibility	7.32	7.90	7.70	6.47	7.65	7.29	7.14	7.91	7.42	7.68	7.47	7.50
Collaboration with other donors and development partners	6.66	7.26	6.96	6.14	6.88	6.76	6.58	7.16	6.72	7.14	6.83	6.83
Collaboration with the private sector	6.05	6.64	6.26	6.00	6.29	6.15	6.29	6.11	6.08	6.70	6.26	6.12
Straightforwardness and honesty	8.12	8.06	8.15	8.19	8.24	8.04	7.96	8.37	8.15	8.15	8.16	8.12
Treating clients and stakeholders in Uruguay with respect	8.37	8.41	8.38	8.33	8.42	8.31	8.32	8.44	8.34	8.46	8.34	8.46
Being a long-term partner	8.01	8.38	8.24	7.95	8.06	8.37	8.17	8.22	8.18	8.23	8.09	8.50
The World Bank Group takes decisions quickly in Uruguay	6.35	6.90	6.76	5.87	6.80	6.39	6.57	6.68	6.41	7.32	6.54	6.87
Where country systems are adequate, the World Bank Group makes appropriate use of them	7.06	7.17	7.18	7.00	7.02	7.32	6.94	7.52	7.16	7.15	7.20	7.05
The World Bank Group's financial instruments meet the needs of Uruguay	6.39	7.48	7.08	5.73	6.89	6.69	6.58	7.08	6.60	7.57	6.85	6.65
The World Bank Group meets Uruguay's needs for knowledge services	6.76	7.32	7.12	6.38	6.84	7.15	6.76	7.29	6.91	7.22	7.01	6.91
In Uruguay, to what extent do you believe that the World Bank Group's knowledge work and activities are adaptable to Uruguay's specific development challenges and country circumstances	6.83	6.93	6.97	6.65	6.90	6.92	6.84	7.00	6.80	7.28	6.98	6.72
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	6.57	7.32	7.02	6.05	6.98	6.63	6.61	7.10	6.67	7.42	6.76	7.03
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	7.67	7.67	7.84	7.24	7.63	7.82	7.60	7.86	7.63	8.00	7.67	7.86

Yellow highlight indicates significant difference between Yes and No means.

Appendix F: Uruguay FY20 COS Questionnaire



World Bank Group Country Survey FY 2020 – Uruguay

The World Bank Group is interested in gauging the views of clients and partners who are either involved in development in Uruguay or who observe activities related to social and economic development. The following survey will give the World Bank Group's team that works in Uruguay, greater insight into how the Bank's work is perceived. This is one tool the World Bank Group uses to assess the views of its stakeholders, and to develop more effective strategies that support development in Uruguay.

A local independent firm has been hired to oversee the logistics of this survey. This ensures anonymity and confidentiality. We hope you'll be candid.

Finally, the survey relates to the World Bank Group's work. The World Bank Group consists of IBRD, IDA, IFC, MIGA, and ICSID. When responding to the survey, please consider the area of the World Bank Group with which you are most familiar.

To complete the survey, please circle/check the response that most accurately reflects your opinion. If you prefer not to answer a question, please leave it blank. If you feel that you do not have an adequate amount of information on a subject, please check "Don't know".

PLEASE NOTE: IN SOME CASES THE SURVEY WILL ASK FOR A SPECIFIC NUMBER OF RESPONSES. PLEASE DO NOT CHOOSE ANY MORE THAN REQUESTED. IF MORE RESPONSES ARE CHOSEN, DATA CANNOT BE INCLUDED IN ANALYSIS.

SECTION A: OVERALL CONTEXT

A1. In general, would you say that Uruguay is headed in ... ?	
1	The right direction
2	The wrong direction
3	Not sure

A2. Do you think that economic opportunity for citizens in Uruguay is ... ?	
1	Increasing
2	Decreasing
3	Staying about the same

A3. Listed below are a number of development priorities in Uruguay.			
Please identify which of the following you consider the most important development priorities in Uruguay. (Choose no more than THREE)			
1	Social protection (e.g., pensions, targeted social assistance, aging population)	13	Transport (e.g., road safety, public transport, etc.)
2	Gender equity (closing the gap between women and men, and boys and girls)	14	Agriculture and rural development
3	Private sector development (e.g., competitiveness, productivity, innovation)	15	Trade and exports
4	Education	16	Crime and violence (i.e., citizen security)
5	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, state-owned enterprises, fiscal system reform)	17	Natural resources management (renewable/non-renewable)
6	Global/regional integration	18	Climate change (e.g., mitigation, adaptation)
7	Urban development	19	Poverty reduction
8	Energy	20	Anti-corruption
9	Water and sanitation	21	Economic growth
10	Job creation/employment	22	Equality of opportunity (i.e., social inclusion, equity)
11	Health	23	Infrastructure development (e.g., roads, bridges, PPP financing, etc.)
12	Financial markets		

SECTION A: OVERALL CONTEXT

A4. Poverty reduction is a broad term that encompasses work in many different areas.			
Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Uruguay? (Choose no more than THREE)			
1	Economic growth	12	Job creation/employment
2	Equality of opportunity (i.e., social inclusion, equity)	13	Health
3	Social protection (e.g., pensions, targeted social assistance, aging population)	14	Financial markets
4	Agriculture and rural development	15	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, state-owned enterprises, fiscal system reform)
5	Trade and exports	16	Gender equity (closing the gap between women and men, and boys and girls)
6	Crime and violence (i.e., citizen security)	17	Private sector development
7	Climate change (e.g., mitigation, adaptation)	18	Education
8	Transport (e.g., road safety, public transport, etc.)	19	Global/regional integration
9	Energy	20	Urban development
10	Anti-corruption	21	Natural resources management (renewable/non-renewable)
11	Water and sanitation	22	Infrastructure development (e.g., roads, bridges, PPP financing, etc.)

A5. Please describe the direction Uruguay is moving in, when considering ... ?						
		Getting much worse	Getting somewhat worse	Staying the same	Getting somewhat better	Getting much better
1	Human development (e.g., health, education, and social protection)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Equal opportunity for girls and boys, men and women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Growing Uruguay's economy in a way that leads to jobs and employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	The gap between the rich and the poor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Making government more effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Anti-corruption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Attracting new sources of foreign investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION A: OVERALL CONTEXT

A6. Listed below are global challenges. Which do you think have the most serious impact on Uruguay? (Choose no more than TWO)

1	Climate change	6	The gap between the rich and the poor
2	Terrorism	7	Environmental degradation
3	Migrants and refugees	8	Fragility in neighboring countries
4	Jobs/employment	9	Technology based disruption
5	Trade constraints	10	Geo political uncertainty

A7. When economic and/or social reform efforts fail or are slow to take place in Uruguay, which of the following would you attribute this to? (Choose no more than TWO)

1	Political pressures and obstacles
2	Inadequate level of private sector participation
3	Inadequate level of citizen/civil society participation
4	Inadequate level of donor coordination
5	Reforms are not well thought out in light of country challenges
6	Poor coordination within the government
7	Inadequate level of government accountability
8	Inadequate level of capacity in the government
9	Corruption
10	Private sector involvement and/or influence
11	Other (please specify): _____

SECTION A: OVERALL CONTEXT

A8. To what extent do you trust each of the following groups to do what is right?														
		To no degree at all						To a very significant degree						Don't know
1	The national government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
2	Bilateral organizations (e.g., AECID, JICA, GIZ, USAID)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
3	The World Bank Group	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
4	The International Monetary Fund	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
5	The United Nations (UN)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
6	Regional development banks	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
7	Uruguay's Central Bank	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
8	International private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
9	Domestic private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
10	International civil society (e.g., non-government organizations, community-based organizations)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
11	Domestic civil society (e.g., non-government organizations, community-based organizations)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
12	Faith-based institutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
13	Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
14	International media and their web presence	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
15	Web based media (i.e., blogs, social media, other web-based news and information sources)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B1. How familiar are you with the work of these organizations in Uruguay?											
		Not familiar at all								Extremely familiar	
1	World Bank Group (WBG)	1	2	3	4	5	6	7	8	9	10
2	Inter-American Development Bank (IDB/BID)	1	2	3	4	5	6	7	8	9	10
3	Latin American Development Bank (CAF)	1	2	3	4	5	6	7	8	9	10

To what extent do you agree/disagree with the following statements about the World Bank Group's work in Uruguay?													
		Strongly disagree								Strongly agree		Don't know	
B2	Overall the World Bank Group currently plays a relevant role in development in Uruguay	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
B3	The World Bank Group's work is aligned with what I consider the development priorities for Uruguay	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

B4. Overall, please rate your impression of the effectiveness of these organizations in Uruguay.													
		Not effective										Very effective	Don't know
		at all											
1	World Bank Group (WBG)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
2	Inter-American Development Bank (IDB/BID)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
3	Latin American Development Bank (CAF)	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

B5. To what extent does the World Bank Group's work help to achieve development results in Uruguay?											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all								To a very significant degree		Don't know	

B6. To what extent does the World Bank Group influence the development agenda in Uruguay?											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all								To a very significant degree		Don't know	

B7. To what extent do you believe that the World Bank Group's work and support help the poorest in Uruguay? (Select only ONE response)											
1	To a fully sufficient degree										
2	To a somewhat sufficient degree										
3	To a somewhat insufficient degree										
4	To a very insufficient degree										
5	Don't know										

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B8. When thinking about the World Bank Group's role in Uruguay, which activity do you VALUE the most? (Choose no more than TWO)	
1	Bringing together different groups of stakeholders
2	Capacity development related to World Bank Group supported projects
3	Technical assistance
4	Policy advice, studies, analyses
5	Financial resources
6	Data and statistics
7	Promoting knowledge sharing
8	Bringing innovative solutions to development challenges
9	Mobilizing third party financial resources
10	Donor coordination
11	Other (please specify): _____

B9. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Uruguay? (Choose no more than TWO)	
1	Not willing to honestly criticize Government policies and reform
2	Staff too inaccessible
3	Not collaborating enough with private sector
4	Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN
5	Not aligned with country priorities
6	Not adequately sensitive to political/social realities in Uruguay
7	Too influenced by developed countries
8	World Bank Group's processes too slow (e.g., too bureaucratic in its operational policies and procedures)
9	World Bank Group's processes too complex
10	Not adequately flexible
11	Not sufficiently focused on sustainable results
12	Not collaborating enough with civil society (e.g., NGOs, CBOs)
13	Not enough public disclosure of its work
14	Arrogant in its approach
15	Inadequate World Bank Group's staffing in Uruguay
16	Not innovative enough in addressing local challenges (e.g., simply replicating other countries' experiences)
17	Other (please specify): _____
18	Don't know

SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP

B10. When thinking about how the World Bank Group can have the most impact on development results in Uruguay, which sectors do you believe the World Bank Group should prioritize with its resources (financial and knowledge services) in Uruguay? (Choose no more than THREE)			
1	Energy	13	Economic growth
2	Water and sanitation	14	Equality of opportunity (i.e., social inclusion, equity)
3	Job creation/employment	15	Transport (e.g., road safety, public transport, etc.)
4	Health	16	Agriculture and rural development
5	Financial markets	17	Trade and exports
6	Social protection (e.g., pensions, targeted social assistance, aging population)	18	Crime and violence (i.e., citizen security)
7	Gender equity (closing the gap between women and men, and boys and girls)	19	Natural resource management (renewable/non-renewable)
8	Private sector development (e.g., competitiveness, productivity, innovation)	20	Climate change (e.g., mitigation, adaptation)
9	Education	21	Poverty reduction
10	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, state-owned enterprises, fiscal system reform)	22	Anti-corruption
11	Global/regional integration	23	Infrastructure development (e.g., roads, bridges, PPP financing, etc.)
12	Urban development		

SECTION C: WORLD BANK GROUP'S WORK AND ENGAGEMENT ON THE GROUND

C1. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills mix and knowledge) to help Uruguay solve its most complicated development challenges?											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know

To what extent is the World Bank Group an effective development partner in Uruguay, in terms of each of the following?

		To no degree at all					To a very significant degree					Don't know
		1	2	3	4	5	6	7	8	9	10	
C2	Responsiveness to needs	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C3	Flexibility (in terms of the institution's products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C4	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C5	Being inclusive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C6	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C7	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C8	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C9	Helping to bring discipline/effective supervision to implementation of investment projects	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C10	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C11	Staff accessibility	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C12	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C13	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C14	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C15	Treating clients and stakeholders in Uruguay with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C16	Being a long-term partner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

SECTION C: WORLD BANK GROUP'S WORK AND ENGAGEMENT ON THE GROUND

To what extent do you agree/disagree with the following statements?												
		Strongly disagree								Strongly agree		Don't know
C17	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C18	The World Bank Group effectively monitors and evaluates the projects and programs it supports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C19	The World Bank Group's approvals and reviews are done in a timely fashion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C20	The World Bank Group's Environmental and Social Framework requirements are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C21	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C22	The World Bank Group takes decisions quickly in Uruguay	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C23	Working with the World Bank Group increases Uruguay's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C24	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

To what extent do you agree/disagree with the following statements about the World Bank Group in Uruguay?												
		Strongly disagree								Strongly agree		Don't know
C25	The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results, etc.) meet the needs of Uruguay	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C26	The World Bank Group meets Uruguay's needs for knowledge services (e.g., research, analysis, data, technical assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

SECTION C: WORLD BANK GROUP'S WORK AND ENGAGEMENT ON THE GROUND

C27. To what extent do you believe that the donor community is doing enough to support the government's efforts related to migrants in Uruguay?

1	2	3	4	5	6	7	8	9	10	?
To no degree at all									To a very significant degree	Don't know

C28. In which of the following areas do you believe the World Bank Group should provide most of its resources when it comes to providing support to migrants in Uruguay? (Choose no more than TWO)

1	Supporting poor and marginalized local communities
2	Jobs
3	Education
4	Business development
5	Infrastructure
6	Health
7	Social cohesion
8	Public services
9	Macro issues (fiscal accounts, balance of payments, etc.)
10	Other (please specify): _____
11	Don't know

SECTION D: WORLD BANK GROUP'S SUPPORT IN DEVELOPMENT AREAS

D1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Uruguay? (If you have NO exposure to/experience in working in any of the sectors listed below, please respond “Don’t know”)													
		Not effective at all								Very effective		Don't know	
1	Social protection (e.g., pensions, targeted social assistance, aging population)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Education (e.g., primary education, teacher’s formation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	Public sector governance/reform (e.g., improving electronic government services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Water and sanitation (e.g., water resource management, water quality)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Agriculture (e.g., agro-industry, grain export logistics, green growth)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
9	Natural resource management (e.g., sustainable land management)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
10	Climate change (e.g., mitigation, adaptation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
11	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
12	Infrastructure development (e.g., roads construction and maintenance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

D2. From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?	
1	Increased its emphasis recently
2	Decreased its emphasis recently
3	Emphasis has remained pretty consistent over time
4	Don't know

SECTION E: WORLD BANK GROUP'S KNOWLEDGE WORK AND ACTIVITIES (i.e., analysis, studies, research, data, reports, conferences)

E1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?

1	Weekly
2	Monthly
3	A few times a year
4	Rarely
5	Never

In Uruguay, to what extent do you believe that the World Bank Group's knowledge work and activities:

		To no degree at all					To a very significant degree					Don't know
E2	Are timely	1	2	3	4	5	6	7	8	9	10	?
E3	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	?
E4	Lead to practical solutions	1	2	3	4	5	6	7	8	9	10	?
E5	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10	?
E6	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	?
E7	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	?
E8	Are adaptable to Uruguay's specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	?

E9. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?

1	2	3	4	5	6	7	8	9	10	?
Not significant at all									Very significant	Don't know

E10. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?

1	2	3	4	5	6	7	8	9	10	?
Very low technical quality									Very high technical quality	Don't know

SECTION F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN URUGUAY

F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Uruguay? (Choose no more than TWO)

1	Offer more innovative knowledge products and services
2	Collaborate more effectively with Government clients (e.g., national, state, local)
3	Work faster
4	Reduce the complexity of obtaining World Bank Group financing
5	Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN
6	Offer more innovative financial products and services
7	Ensure greater selectivity in its work
8	Provide more adequate data/knowledge/statistics/figures on Uruguay's economy
9	Engage more effectively with civil society (e.g., NGOs, CBOs)
10	Increase the level of capacity development in the country
11	Engage more directly with beneficiaries
12	Improve the quality of its experts as related to Uruguay's specific challenges
13	Engage more effectively with private sector
14	Other (please specify): _____

F2. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)

1	Beneficiaries	7	Academia/think tanks/research institutes
2	Youth/university groups	8	Parliament
3	Private sector	9	Foundations
4	Local government	10	Media
5	Donor community	11	Other (please specify): _____
6	NGOs/Community Based Organizations	12	Don't know

SECTION G: COMMUNICATION AND INFORMATION SHARING

G1. How frequently do you interact with the World Bank Group now in Uruguay?	
1	Never
2	Less than once a year
3	Once a year to a few times a year
4	Less than once a month
5	At least once a month
6	At least once a week

G2. How do you get most of your information about economic and social development issues in Uruguay? (Choose no more than TWO)			
1	Local radio	6	Internet
2	International radio	7	Periodicals (e.g., magazines, journals)
3	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	8	International television
4	International newspapers	9	Local newspapers
5	Local television	10	Other (please specify): _____

G3. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)			
1	World Bank Group's publications and other written materials	5	Direct contact with World Bank Group (i.e., face to face meetings/discussions)
2	e-Newsletters	6	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)
3	World Bank Group's seminars/workshops/conferences	7	Webinars or online events hosted by the World Bank Group
4	World Bank Group's website		

G4. What do you use primarily when visiting a World Bank Group website? (Select only ONE response)	
1	Phone
2	Tablet
3	Computer/laptop
4	I never visit the WBG websites

SECTION G: COMMUNICATION AND INFORMATION SHARING

G5. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?					
		Every few days	Every few weeks	Every few months	Not at all
1	Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Interacted with the WBG on Social Media (e.g., read a post or tweet, liked, commented, shared, retweeted)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Visited a WBG website (e.g., read a blog, used data)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Attended an event/conference hosted by the WBG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Watched a webinar or online event hosted by the WBG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Read some or all of a WBG research paper or publication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Met professionally with WBG staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Read a WBG e-newsletter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION H: BACKGROUND INFORMATION

H1. Which of the following best describes your current affiliation? (Select only ONE response)			
1	Office of the President, Prime Minister	12	Public-Private Partnership
2	Office of Minister	13	Private Sector Organization
3	Office of Parliamentarian	14	Financial Sector/Private Bank
4	Employee of Ministry, Ministerial Department, Implementation Agency	15	Private Foundation
5	Project Management Unit (PMU) overseeing implementation of WBG project/ Consultant/Contractor working on WBG supported project/program	16	NGO/Community Based Organization
6	Local Government Office or Staff	17	Trade Union
7	Independent Government Institution (i.e., regulatory agency, central bank/oversight institution)	18	Faith-Based Group
8	Judicial System (e.g., courts)	19	Youth Group
9	State-Owned Enterprise	20	Academia/Research Institute/Think Tank
10	Bilateral Agency (e.g., embassy, diplomatic, military)	21	Media (press, radio, TV, web, etc.)
11	Multilateral Agency (e.g., UN, regional development bank)	22	Other (please specify): _____

H2. Please identify the primary specialization of your work. (Select only ONE response)			
1	Poverty	13	Agriculture, rural development
2	Macroeconomics and fiscal management	14	Urban development
3	Governance and anti-corruption	15	Transport
4	Education	16	Digital development and technology (ICT)
5	Health and nutrition	17	Tourism
6	Social protection and labor	18	Fragility, conflict, violence, refugees
7	Jobs	19	Demographics and migration
8	Energy	20	Trade and competitiveness
9	Environment and natural resources	21	Finance and markets
10	Climate change	22	Communications and public affairs
11	Water and sanitation	23	Generalist (specialized in multiple sectors)
12	Gender	24	Other (please specify): _____

H3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD, IFC, MIGA, ICSID) in your country?	
1	Yes
2	No

SECTION H: BACKGROUND INFORMATION

H4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/work with in Uruguay? (Select only ONE response)

1	The World Bank (IBRD)
2	The International Finance Corporation (IFC)
3	The Multilateral Investment Guarantee Agency (MIGA)
4	International Centre for Settlement of Investment Disputes (ICSID)

H5. Do your projects involve both the World Bank and the IFC?

1	Yes
2	No

H6. Which of the following describes most of your exposure to the World Bank Group in Uruguay? (Choose no more than TWO)

1	Observer (i.e., follow in media, discuss in informal conversations, etc.)
2	Use World Bank Group reports/data
3	Engage in World Bank Group related/sponsored events/activities
4	Collaborate as part of my professional duties
5	Use World Bank Group website for information, data, research, etc.

H7. What's your gender?

1	Female
2	Male

H8. What's your age?

1	25 and under
2	26-35
3	36-45
4	46-55
5	56 and above

H9. Which best represents your geographic location?

1	Montevideo
2	Inland rural areas
3	Inland urban areas

Thank you for completing the survey!